



# NORTHWEST FIRE DISTRICT

SERVING RESIDENTS OF THE NORTHWEST FIRE DISTRICT, THE FLOWING WELLS  
COMMUNITY AND THE TOWN OF MARANA

*PROUD TO BE ACCREDITED BY THE COMMISSION ON FIRE ACCREDITATION INTERNATIONAL*

PHONE: (520) 887-1010 FAX: (520) 887-1034 [www.northwestfire.org](http://www.northwestfire.org)



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## REGULAR MEETING AGENDA

**Northwest Fire District Training Facility  
5125 W. Camino de Fuego  
Tucson, Arizona**

**Tuesday, September 27, 2016  
06:00 PM**

The Northwest Fire District Governing Board will meet in Public Session for a Regular Meeting on September 27, 2016, at 6:00 PM, in Building A of the Northwest Fire District Training Facility Located at 5125 W. Camino de Fuego, Tucson, AZ.

The following topics will be subject to Governing Board consideration, discussion, approval, or other action. All items on the agenda are set for possible action.

The order of the Agenda may be changed by order of the Board.

- I. Call to Order/Roll Call/Affirmation of Quorum**
- II. Salute to the Flag of the United States of America**
- III. Presentation of Service Awards**
- IV. Public Forum**

Speakers are limited to a three-minute oral presentation and may submit written comments of any length for Governing Board files. Those wishing to address the Governing Board should complete a Citizen Information Card prior to the meeting being called to order. The Governing Board is required under law to accept any materials presented. At the conclusion of the public forum, individual Board Members may respond to criticism made by those individuals who have addressed the Governing Board and may ask staff to review a matter and place it on a future agenda. However, Board Members may not discuss or take action on a matter raised during a call to the public, that is not already on the agenda, and are not obligated to comment upon materials or presentations made by the public.

- V. Consent Agenda**

The Consent Agenda contains items which might require action by the Board, but which are generally routine items not requiring Board discussion. Usually, a single motion will approve all items on the Consent Agenda, including any

resolutions. However, a Board Member may remove any item from the Consent Agenda, and that item will be discussed and voted upon separately.

Approval of Consent Agenda

- A. Approval of the Minutes of the August 23, 2016, Regular Governing Board Meeting and Executive Session
- B. Approval of the Minutes of the September 6, 2016, Special Governing Board Meeting
- C. Adoption of Resolution No. 2016-044 Ordering the Dove Mountain Resort Lot 122 Annexation, Pursuant to A.R.S. Section 48-262(I); the Annexation Area is Located at 14549 N. Yellow Dome, South of West Boulder Bridge and West of North Secret Springs Drive in Marana, Pima County, Arizona
- D. Adoption of Resolution 2016-045 Ordering the Old Marana Rights-Of-Way Annexation, Pursuant to A.R.S. Section 48-262(I); All Rights-Of-Ways Are Located to the West of I-10 N. Casa Grande Highway in Marana, Pima County, Arizona
- E. Adoption of Resolution No. 2016-046 Ordering the Shaner Annexation, Pursuant to A.R.S. Section 48-262(I); the Annexation Area is Located at 5315 W. Tangerine Road and is Located East of Twin Peaks Road and South of Tangerine Road in Marana, Pima County, Arizona
- F. Approval to Award Request for Qualifications (RFQ) No. 1604 Regarding Collection Services

**VI. Reports and Correspondence**

**A. Fire Chief's Report**

This is a summary of the activities of the Fire Chief and Administrative Staff concerning each of the District's Divisions including: Fire Suppression, Emergency Medical Services, Administrative Services, Finance, Human Resources, Special Projects, Logistics, Prevention and Safety Division and Wild Land Fire Fighting; the report might also include Administrative Activities in Annexations, Intergovernmental Relations, Community Assistance Programs, Fleet and Equipment, Labor and Management Relations, District Revenues and Expenditures, Strategic Planning, Information Technology, Status of Construction Projects, Status of Facilities, Public Outreach and Training.



## **B. Financial Reports**

This report is a summary of the District's Financial Status including: Monthly Board Financial Report, Monthly Disbursements Report, Revenue and Expenditure Reports, Real Estate Tax Revenue Spreadsheets, Monthly Bond Report and Arizona State Land Billing and Payment Reports. The Board will be asked to approve the District's Monthly Disbursements Report.

## **VII. Business**

- A. Discussion and Possible Action to Accept the Resignation of Board Member, Tim Clayton; and to Appoint Board Member Elect, Rebecca Arend-Hicks, to the Board.
- B. Discussion and Possible Action to Appoint a New Board Clerk
- C. Discussion and Possible Action to Appoint a Governing Board Member to the Northwest Fire District Local Pension Board as Chairman, Based on Mr. Tim Clayton's Resignation, to Complete His Term Which Ends December 10, 2016.
- D. Discussion and Possible Action to Amend the District's Suppression Employee Pay Plan
- E. Discussion and Possible Action Related to Bylaws Review and Formalizing a Review Schedule Within the Bylaws

## **VIII. Future Agenda Items**

A Governing Board Member May Bring Forth General Topics for a Future Meeting Agenda. The Governing Board May Not Discuss, Deliberate or Take Any Action on the Topics Presented, Pursuant to A.R.S. § 38-431.02 (H).

## **IX. Adjournment**

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George Carter, Board Chair

Two Board Briefing Books containing material related to the Board Meeting are available for public review the day before and the day of the Board Meeting during office hours at the Administration/Prevention and Safety Office located at 5225 W. Massingale Road, Tucson, Arizona 85743 – (520) 887-1010. The two Board Briefing Books are also available for public review at the Board Meetings.

The Northwest Fire District Board may vote to go into Executive Session on any agenda item pursuant to ARS §38-431.03 (A)(3) for discussion and consultation

for legal advice with the Fire District Attorney on the matter(s) as set forth in the agenda item. Pursuant to Board Policy, from time to time, it might be necessary for a Board Member to attend a Board meeting via speakerphone.

The Northwest Fire District Training Facility is accessible to persons with disabilities. In compliance with the Americans with Disabilities Act (ADA), those persons with special needs, such as large-type face print or other reasonable accommodations, may request those through Heather D'Amico, by calling 887-1010, ext. 2905, before the meeting.

Posted September 22, 2016



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

#### MEMORANDUM NO. 2016-151

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Approval of Consent Agenda

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#### **RECOMMENDATION:**

Approve the consent agenda as presented

#### **MOTION:**

Move to approve items A through F on the September 27, 2016, Consent Agenda as presented.

#### **DISCUSSION:**

Use of the Consent Agenda can help streamline the meetings by saving time on routine items allowing more time for in depth discussion of items such as the Budget. Attached to this memo you will find a packet for each item on the Consent Agenda. If the Governing Board wants to treat any item as a regular agenda item, the item can be considered under the Business section. For ease of procedure, if the Board has amendments to the meeting minutes (Item A), that might be handled separately before moving on to the rest of the Consent Agenda items.

If an individual item(s) is selected for removal from the Consent Agenda, the above motion could be modified to approve that item(s) under Business.

#### **FISCAL IMPACT:**

None

#### **ALTERNATIVES:**

Move items to Business for further discussion and individual vote, approve only selected items, or table items

**Northwest Fire District Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED****MEMORANDUM NO. 2016-152**

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Approval of the Minutes of the August 23, 2016, Regular Governing Board Meeting and Executive Session

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**RECOMMENDATION:**

Approve the minutes

**MOTION:**

Move to approve the minutes of the August 23, 2016, regular meeting and executive session.

**DISCUSSION:**

The minutes of the August, 2016, regular meeting are attached for review.

**FISCAL IMPACT:**

None

**ALTERNATIVES:**

Approve the minutes with revisions or do not approve the minutes

**ATTACHMENTS:**

- Minutes 8-23-16 (PDF)



# NORTHWEST FIRE DISTRICT

SERVING RESIDENTS OF THE NORTHWEST FIRE DISTRICT, THE FLOWING WELLS  
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PHONE: (520) 887-1010 FAX: (520) 887-1034 [www.northwestfire.org](http://www.northwestfire.org)



## Minutes of the Northwest Fire District Governing Board Regular Meeting August 23, 2016

# DRAFT

### I. Call to Order/Roll Call/Affirmation of Quorum

Attendee Name	Title	Status	Arrived
George Carter	Chairman	Present	
Bruce A. Kaplan	Vice Chair	Present	
Tim Clayton	Board Clerk	Present	
David Talas	Board Member	Present	
Peg Green	Board Member	Present	

### II. Salute to the Flag of the United States of America

George Carter led the Pledge of Allegiance to the Flag.

### III. Presentation of Service Awards

No awards were presented at this time.

### IV. Public Forum

No members of the public requested to speak at this time.

### V. Consent Agenda

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Tim Clayton, Board Clerk
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

### Approval of Consent Agenda

Consent items "E" and "F" were moved to Business.

George Carter made the following motion, seconded by Tim Clayton and approved with five ayes:

MOVE TO APPROVE ITEMS A THROUGH D ON THE AUGUST 23, 2016, CONSENT AGENDA AS PRESENTED.

- A. **Approval of the Minutes of the July 26, 2016, Regular Governing Board Meeting**
- B. **Approval of the Purchase of Pharmaceutical and Supply Dispensary Equipment**

**DRAFT**

- C. Adoption of Resolution No. 2016-041 Approving the Intergovernmental Agreement Between Northwest Fire District and the Town of Marana for Use of the Town's Laserfiche and Trackit Information Technology Systems.**
- D. Adoption of Resolution No. 2016-042 Authorizing Termination of the ICMA Supplemental Retirement Savings Plan**
- E. Adoption of Resolution No. 2016-043 Rescinding Resolution No. 2016-020 and Authorizing the Intergovernmental Agreement for Dispatch Services Amendment No. 8 for Avra Valley Fire District**

Consent item moved to Business.

- F. Approval of Changes Made to District Personnel Policy, Bereavement Leave, Section 9.5.1, Which Includes an Increase to Days Off and Clarification of Immediate Family Member to Employee and Spouse, to be Effective Immediately**

Consent item moved to Business.

## **VI. Reports and Correspondence**

### **A. Fire Chief's Report**

**This is a summary of the activities of the Fire Chief and Administrative Staff concerning each of the District's Divisions including: Fire Suppression, Emergency Medical Services, Administrative Services, Finance, Human Resources, Special Projects, Logistics, Prevention and Safety Division and Wild Land Fire Fighting; the report might also include Administrative Activities in Annexations, Intergovernmental Relations, Community Assistance Programs, Fleet and Equipment, Labor and Management Relations, District Revenues and Expenditures, Strategic Planning, Information Technology, Status of Construction Projects, Status of Facilities, Public Outreach and Training.**

The reports were included in the packet; there was no discussion.

### **B. Financial Reports**

This report is a summary of the District's Financial Status including: Monthly Board Financial Report, Monthly Disbursements Report, Revenue and Expenditure Reports, Real Estate Tax Revenue Spreadsheets, Monthly Bond Report and Arizona State Land Billing and Payment Reports. The Board will be asked to approve the District's Monthly Disbursements Report.

#### **Financial Reports**

The monthly reports are included in the packet. Finance Director, Dave Gephart, stated the reports cover the period through June 30, 2016. All funds maintain a positive fund



Northwest Fire District Regular Meeting Minutes  
August 23, 2016  
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**DRAFT**

balance. Property tax collections remain strong and are in line with the prior year's performance. A brief discussion followed regarding the property tax report.

George Carter made the following motion, seconded by Dave Talas and approved unanimously with five ayes:

MOVE TO APPROVE THE DISTRICT'S MONTHLY DISBURSEMENTS REPORT AS PRESENTED.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	David Talas, Board Member
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

## VII. Business

- A. Executive Session: the Governing Board May Vote to Go into Closed Session, Pursuant to A.R.S. 38-431.03 (A) (2), (3) & (4), for Legal Advice and to Instruct Its Attorneys Concerning the Lawsuit Filed by the Divijak Family for Personal Injury, Case No. C20150072. Following the Executive Session, the Board Might Take Action on the Claim by Directing Its Attorneys.**

The following persons are asked to join the Board in an executive session: Chief Brandt, Assistant Chief Emans, Jeff Matura, Thomas Benavidez, and Fire Marshal Don Garcia.

George Carter made the following motion, seconded by Dave Talas and approved unanimously with five ayes:

MOVE TO ENTER INTO EXECUTIVE SESSION FOR THE PURPOSES OF RECEIVING LEGAL ADVICE, DISCUSSING MEDICAL RECORDS AND TO DIRECT THE BOARD'S ATTORNEYS REGARDING THE LAWSUIT.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	David Talas, Board Member
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**Executive Session: the Governing Board May Vote to Go into Closed Session, Pursuant to A.R.S. 38-431.03 (A) (2), (3) & (4), for Legal Advice and to Instruct Its Attorneys Concerning the Lawsuit Filed by the Divijak Family for Personal Injury, Case No. C20150072. Following the Executive Session, the Board Might Take Action on the Claim by Directing Its Attorneys.**

George Carter made the following motion, seconded by Bruce Kaplan and approved unanimously with five ayes:

MOVE TO CLOSE THE EXECUTIVE SESSION.

Northwest Fire District Regular Meeting Minutes  
August 23, 2016  
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**DRAFT**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Bruce A. Kaplan, Vice Chair
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**Executive Session: the Governing Board May Vote to Go into Closed Session, Pursuant to A.R.S. 38-431.03 (A) (2), (3) & (4), for Legal Advice and to Instruct Its Attorneys Concerning the Lawsuit Filed by the Divijak Family for Personal Injury, Case No. C20150072. Following the Executive Session, the Board Might Take Action on the Claim by Directing Its Attorneys.**

George Carter made the following motion, seconded by Bruce Kaplan and approved unanimously with five ayes:

MOVE TO DIRECT THE ATTORNEYS AS DISCUSSED IN EXECUTIVE SESSION AND DELIVER THE LETTER.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Bruce A. Kaplan, Vice Chair
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**Adoption of Resolution No. 2016-043 Rescinding Resolution No. 2016-020 and Authorizing the Intergovernmental Agreement for Dispatch Services Amendment No. 8 for Avra Valley Fire District**

This item was originally Consent item "E" and was moved under Business for further discussion.

Assistant Chief Emans stated a mistake was found in the Dispatch Agreement and can be found on packet pg. 123. Last year, in a previous Agreement, Avra Valley Fire District (AVFD) opted out of the network support piece of the Agreement. AVFD requested \$100 a month, \$1200 annually, be taken out of the Agreement and put towards time and materials. A brief discussion followed.

George Carter made the following motion, seconded by Peg Green and approved unanimously with five ayes:

MOVE TO ADOPT RESOLUTION NO. 2016-043 RESCINDING RESOLUTION NO. 2016-020 AND AUTHORIZING THE INTERGOVERNMENTAL AGREEMENT FOR DISPATCH SERVICES AMENDMENT NO. 8 FOR AVRA VALLEY FIRE DISTRICT.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Peg Green, Board Member
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**Approval of Changes Made to District Personnel Policy, Bereavement Leave, Section 9.5.1, Which Includes an Increase to Days Off and Clarification of**



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August 23, 2016  
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**DRAFT**

**Immediate Family Member to Employee and Spouse, to be Effective Immediately**

This item was originally Consent item "F" and was moved under Business for further discussion.

Administrative Services Director, Patricia Aguilar, stated this item was brought forward to the Leadership Team for discussion and review. The Leadership Team considered two options:

- Option #1: Offers Administrative employees five consecutive work days off, and if shift, three consecutive scheduled shifts off, whether in or out of state
- Option #2: Keeps the employee at three consecutive work days off and adds two consecutive work days off for out of state travel, and two consecutive scheduled shifts off with an additional one consecutive scheduled shift off for out of state travel.

Ms. Aguilar stated the Leadership went through discussion and consultation with different staff members and came to a consensus to recommend Option #1. She commented policies of surrounding agencies are similar to policy Option #2. Additionally, clarification was made to domestic partnerships as these are now considered spouses. Board Member Clayton stated Option #1 is not consistent with other agencies.

Finance Director, Dave Gephart, briefly discussed trends and the financial impact of this policy. He stated Option #1 will be a 40% increase. Mr. Gephart confirmed Bereavement Leave is not PTO, but that they are directly related. Ms. Aguilar stated Bereavement Leave is not tracked as some employees may choose to use PTO in place of Bereavement Leave or may choose to not share that information.

Ms. Aguilar stated the family member list was updated to be clearer for the employee. She confirmed there were no other additions made to the policy. Board Member Dave Talas supports Option #1.

George Carter made the following motion, seconded by Dave Talas and approved with four ayes; Tim Clayton voted nay:

MOVE TO APPROVE CHANGES MADE TO DISTRICT PERSONNEL POLICY, SECTION 9.5.1, BEREAVEMENT LEAVE, AS REFLECTED IN OPTION #1, TO BE EFFECTIVE IMMEDIATELY.

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**DRAFT**

<b>RESULT:</b>	<b>APPROVED [4 TO 1]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	David Talas, Board Member
<b>AYES:</b>	George Carter, Bruce A. Kaplan, David Talas, Peg Green
<b>NAYS:</b>	Tim Clayton

**B. Discussion and Possible Action Approving the Purchase of Two Kovatch Mobile Equipment (KME) Fire Engines from Their Distributer, W. W. Williams**

Deputy Chief Hughes stated two new engines were approved in the CIP and will replace two 2002 trucks that are currently on the front-line. According to District policy, trucks must be replaced every 10 years. Replacing these trucks will allow the District to replace the two 2002 trucks, that are currently being used as Reserve units, with 2005 trucks. One of the 2002 trucks will go to Training and is the same model as the new trucks; enabling firefighters to train on more up-to-date equipment. Chief Hughes confirmed there are currently two Reserves. A brief discussion followed.

George Carter made the following motion, seconded by Bruce Kaplan and approved unanimously with five ayes:

MOVE TO APPROVE THE PURCHASE OF TWO KME FIRE ENGINES FROM THEIR DISTRIBUTER, W. W. WILLIAMS, UNDER THE HOUSTON-GALVESTON AREA COUNCIL (HGAC) CONTRACT.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Bruce A. Kaplan, Vice Chair
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**C. Discussion and Possible Action Approving Logistics Staff to Surplus Twenty Vehicles Via Enterprise Remarketing Process**

Deputy Chief Hughes is requesting to surplus twenty vehicles and would like to add Shop #976 which is an engine that will be replaced according to the approval of Business item "B". Surplus vehicles are typically placed on the auction site, but Enterprise can surplus those vehicles for the District. The auction site charges 10% and Enterprise is a flat rate of \$175 plus they will charge up to \$75 for moving trucks. Enterprise will sell easier than the District can. Chief Hughes confirmed Enterprise will market and sell nationally. Additionally, Enterprise will also remove the branding for about \$100 a vehicle and it will be done before the vehicle is removed from District property. A brief discussion followed.

George Carter made the following motion, seconded by Peg Green and approved unanimously with five ayes:

MOVE TO APPROVE THE SURPLUS OF TWENTY VEHICLES VIA THE ENTERPRISE RE-MARKETING CAMPAIGN.



Northwest Fire District Regular Meeting Minutes  
August 23, 2016  
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**DRAFT**

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Peg Green, Board Member
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**D. Discussion and Possible Action Approving the Cancellation of Board Member Elections in the November 8, 2016 General Election**

Assistant Chief Emans stated the District will receive formal notification from the Pima County Elections Department of the final names and number of candidates running for three open seats on the Northwest Fire District Board of Directors. The Elections Department is asking if the District would like to cancel the Board member elections or continue with the election process. In previous years, the Board has voted to cancel the election to save the District money, but this year the District is already going to spend the fees associated with an election because the District is conducting a Bond Election. However, there is a question related to creating confusion by canceling one part of the election, but not the other which could impact voter turnout. Chief Emans stated the Elections Department does not care either way, but they do want to save space on the ballot. Chief Emans is requesting the Board openly discuss this item to determine which way they want to go. He confirmed factual information will be provided to the public. A discussion followed.

George Carter made the following motion, seconded by Peg Green and approved with three ayes; George Carter and Dave Talas voted nay.

MOVE TO APPROVE THE CANCELLATION OF BOARD MEMBER ELECTIONS IN THE NOVEMBER 8, 2016 GENERAL ELECTION, AND FURTHER DIRECT THE FIRE CHIEF TO EXECUTE THE ACTION NECESSARY TO CANCEL THE ELECTION OF NORTHWEST FIRE DISTRICT BOARD MEMBERS.

<b>RESULT:</b>	<b>APPROVED [3 TO 2]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Peg Green, Board Member
<b>AYES:</b>	Bruce A. Kaplan, Tim Clayton, Peg Green
<b>NAYS:</b>	George Carter, David Talas

**E. Discussion and Possible Action Approving a Special Governing Board Meeting for September 6, 2016, for Formal Acceptance of a SAFER Grant Award in the Amount of \$3,487,680.00**

Chief Emans stated the District is requesting additional time to analyze the impact of accepting the SAFER Grant in the amount of \$3.4m for 24 firefighters. He requested to schedule a Special Governing Board Meeting for September 6, 2016 at 6:00 p.m.

George Carter made the following motion, seconded by Dave Talas and approved unanimously with five ayes:

MOVE TO SCHEDULE A SPECIAL GOVERNING BOARD MEETING FOR SEPTEMBER 6,

Northwest Fire District Regular Meeting Minutes  
August 23, 2016  
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**DRAFT**

2016, FOR FORMAL ACCEPTANCE OF A SAFER GRANT AWARD IN THE AMOUNT OF \$3,487,680.00.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	David Talas, Board Member
<b>AYES:</b>	Carter, Kaplan, Clayton, Talas, Green

**VIII. Future Agenda Items [A Governing Board Member May Bring Forth General Topics for a Future Meeting Agenda. The Governing Board May Not Discuss, Deliberate or Take Any Action on the Topics Presented, Pursuant to A.R.S. § 38-431.02 (H).]**

This item allows an *individual* Governing Board member to recommend item(s) to be placed on future agendas. The Board will not discuss the item(s) at this time because it would be a violation of the Open Meeting Laws and no voting action will be taken on the recommended item(s).

1) Track Bereavement Leave

**IX. Adjournment**

George Carter made the following motion, seconded by Dave Talas and approved unanimously with five ayes:

MOVE TO ADJOURN THE MEETING AT 7:19 P.M.

Minutes approved by the Northwest Fire District Board at its September 27, 2016, Regular Governing Board Meeting.

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Tim Clayton, Board Clerk

**Northwest Fire District Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED****MEMORANDUM NO. 2016-153**

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Approval of the Minutes of the September 6, 2016, Special Governing Board Meeting

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**RECOMMENDATION:**

Approve the minutes

**MOTION:**

Move to approve the minutes of the September 6, 2016, special meeting

**DISCUSSION:**

The minutes of the September, 2016, special meeting are attached for review.

**FISCAL IMPACT:**

None

**ALTERNATIVES:**

Approve the minutes with revisions or do not approve the minutes

**ATTACHMENTS:**

- Minutes 9-6-16(PDF)



# NORTHWEST FIRE DISTRICT

SERVING RESIDENTS OF THE NORTHWEST FIRE DISTRICT, THE FLOWING WELLS COMMUNITY AND THE TOWN OF MARANA

PROUD TO BE ACCREDITED BY THE COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

PHONE: (520) 887-1010 FAX: (520) 887-1034 [www.northwestfire.org](http://www.northwestfire.org)



## Minutes of the Northwest Fire District

### Governing Board

### Special Meeting

September 6, 2016

**DRAFT**

#### I. Call to Order/Roll Call/Affirmation of Quorum

Attendee Name	Title	Status	Arrived
George Carter	Chairman	Present	
Bruce A. Kaplan	Vice Chair	Present	
Tim Clayton	Board Clerk	Excused	
David Talas	Board Member	Present	
Peg Green	Board Member	Excused	

#### II. Salute to the Flag of the United States of America

George Carter led the Pledge of Allegiance to the Flag.

#### III. Presentation of Service Awards

No awards were presented at this time.

#### IV. Public Forum

No members of the public requested to speak at this time.

#### V. Consent Agenda

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	David Talas, Board Member
<b>AYES:</b>	George Carter, Bruce A. Kaplan, David Talas
<b>EXCUSED:</b>	Tim Clayton, Peg Green

#### Approval of Consent Agenda

George Carter made the following motion, seconded by Dave Talas and approved unanimously with three ayes:

MOVE TO APPROVE ITEMS A THROUGH C ON THE SEPTEMBER 6, 2016, CONSENT AGENDA AS PRESENTED.

- A. **Approval to Purchase 20 Mobile Radios from Motorola Solutions in the Amount of \$135,541.35**
- B. **Approval to Purchase Equipment and Services to Implement the Phase II Upgrade of Technology Infrastructure**



**DRAFT**

- C. Approval of the Annual Subscription Renewal for Microsoft Office 365 with SHI International in the Amount of \$55,636.19**

## **VI. Reports and Correspondence**

### **A. Fire Chief's Report**

**This is a summary of the activities of the Fire Chief and Administrative Staff concerning each of the District's Divisions including: Fire Suppression, Emergency Medical Services, Administrative Services, Finance, Human Resources, Special Projects, Logistics, Prevention and Safety Division and Wild Land Fire Fighting; the report might also include Administrative Activities in Annexations, Intergovernmental Relations, Community Assistance Programs, Fleet and Equipment, Labor and Management Relations, District Revenues and Expenditures, Strategic Planning, Information Technology, Status of Construction Projects, Status of Facilities, Public Outreach and Training.**

There were no reports included in the packet.

### **B. Financial Reports**

This report is a summary of the District's Financial Status including: Monthly Board Financial Report, Monthly Disbursements Report, Revenue and Expenditure Reports, Real Estate Tax Revenue Spreadsheets, Monthly Bond Report and Arizona State Land Billing and Payment Reports. The Board will be asked to approve the District's Monthly Disbursements Report.

## **VII. Business**

- A. Discussion and Possible Action to Accept the 2015 Staffing for Adequate Fire and Emergency Response (SAFER) Grant Award in the Amount of \$3,487,680.00 to Hire 24 Firefighters**

Assistant Chief Bradley stated all information is included in the packet. The District applied for a SAFER Grant in 2015 for a total of 24 firefighters. The District received notification that the application was approved for the amount requested. It is a two year grant award and does not require matching funds be provided from the District, however it does require minimum staffing levels be maintained. The District currently has 168 response personnel and with the 24 firefighters the staff minimum will be 192 personnel for the period of the grant. This number must be sustained and any decreases must be filled within a six month period of time. During the two year term of this grant period, four personnel will be retiring through the DROP process and will need to be filled as a result. Assistant Chief Bradley discussed the following:

- Response models and reliability
- Reallocation of personnel and apparatus
- Staffing levels of the current rover pool
- Staffing of Station 40

**DRAFT**

- Vacant positions
- Bond Committee recommendation
- Dove Mountain community
- Ina Rd. / Interstate 10 overpass construction

The largest fiscal impact will occur upon expiration of the grant when 24 personnel will need to be funded through the tax levy. The current F/Y budget contains capacity to provide personal protective equipment (PPE) and uniforms for 20 personnel. The total cost of outfitting an additional four personnel will be \$26,000.00. There is also an increased cost of approximately \$13,000.00 for the written exams associated with recruitment personnel for the green academy. The total un-budgeted expense is approximately \$39,000.00. When the grant expires, that expense will increase to about \$1,750,000.00 per year. Dave Gephart, Finance Director, briefly discussed how the grant will be paid out. A brief discussion followed regarding the possible bond election outcome and operational needs.

George Carter made the following motion, seconded by Bruce Kaplan and approved unanimously with three ayes:

MOVE TO APPROVE THE ACCEPTANCE OF THE 2015 STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE (SAFER) GRANT IN THE AMOUNT OF \$3,487,680.00 TO HIRE A MINIMUM OF 24 PERSONNEL TO STAFF STATION 40 AND SUPPLEMENT THE OPERATIONS ROVER POOL.

<b>RESULT:</b>	<b>APPROVED [UNANIMOUS]</b>
<b>MOVER:</b>	George Carter, Chairman
<b>SECONDER:</b>	Bruce A. Kaplan, Vice Chair
<b>AYES:</b>	George Carter, Bruce A. Kaplan, David Talas
<b>EXCUSED:</b>	Tim Clayton, Peg Green

**VIII. Future Agenda Items [A Governing Board Member May Bring Forth General Topics for a Future Meeting Agenda. The Governing Board May Not Discuss, Deliberate or Take Any Action on the Topics Presented, Pursuant to A.R.S. § 38-431.02 (H).]**

This item allows an *individual* Governing Board member to recommend item(s) to be placed on future agendas. The Board will not discuss the item(s) at this time because it would be a violation of the Open Meeting Laws and no voting action will be taken on the recommended item(s).

- 1) Acceptance of Tim Clayton's resignation
- 2) Appoint a new Board Clerk

**IX. Adjournment**

George Carter made the following motion, seconded by Dave Talas and approved unanimously with three ayes:

MOVE TO ADJOURN THE MEETING AT 6:18 P.M.



Northwest Fire District Special Meeting Minutes  
September 6, 2016  
Page 4 of 4

**DRAFT**

Minutes approved by the Northwest Fire District Board at its September 27, 2016, Regular Governing Board Meeting.

---

Board Clerk



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

5.C

### SCHEDULED

### MEMORANDUM NO. 2016-154

---

**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Adoption of Resolution No. 2016-044 Ordering the Dove Mountain Resort Lot 122 Annexation, Pursuant to A.R.S. Section 48-262(I); the Annexation Area is Located at 14549 N. Yellow Dome, South of West Boulder Bridge and West of North Secret Springs Drive in Marana, Pima County, Arizona

---

#### **RECOMMENDATION:**

Adopt the resolution and approve the annexation

#### **MOTION:**

Move to adopt Resolution No. 2016-044 ordering the Dove Mountain Resort Lot 122 Annexation

#### **DISCUSSION:**

This is an annexation involving property owner Dove Mountain Investors LLC, who submitted the attached affidavit dated August 1, 2016. The property is located at 14549 N. Yellow Dome, south of West Boulder Bridge and west of North Secret Springs Drive in Marana, Pima County and is contiguous with the District boundary.

The parcel would be serviced by Station 337. No additional resources are needed to serve this area.

#### **FISCAL IMPACT:**

The 2017 Limited Assessed Value is \$14,923; the revenue to the District based on the current combined tax rate would be approximately \$446.50 annually.

#### **ALTERNATIVES:**

Not approve the annexation

#### **ATTACHMENTS:**

- Dove Mt. Resort Lot 122 Annexation (PDF)

August 1, 2016

George Carter, Chairman  
Northwest Fire District Board  
5225 W. Massingale Rd.  
Tucson, AZ 85743

Re: Annexation into the Northwest Fire District

Dear Chairman Carter:

I am the owner of the property located at **Lot 122 Dove Mountain Resort**, in Pima county, Arizona, and more specifically described on Exhibit A, attached hereto and incorporated herein by this reference. By this letter, with my signature affixed below, and pursuant to A.R.S. section 48-262(I), I expressly request that the Northwest Fire District forthwith amend its boundaries to include my/our property described on Exhibit A.

Sincerely,

**Dove Mountain Investors, LLC, an Arizona limited liability company**



**Scott F. Hess, Authorized Signatory**

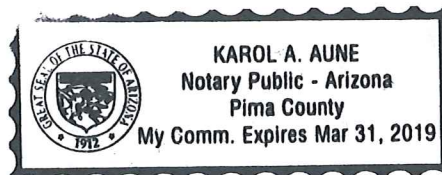
STATE OF Arizona    )  
                                  )ss  
County of Pima        )

ON this, the 2nd day of August, 2016, before me, the undersigned Notary Public, personally appeared, Scott F. Hess, the Authorized Signatory for Dove Mountain Investors, LLC, who acknowledged to me that he is the owner of the property located at **Lot 122 Dove Mountain Resort**, that as such officer being authorized so to do, executed the foregoing instruction for the purposes herein.

Karol A. Aune

Notary Public

My Commission Expires: 3/31/2019



Northwest Fire District  
5225 W. Massingale Rd.  
Tucson, AZ 85743-8416

**RESOLUTION NO. 2016-044**  
**THE DOVE MOUNTAIN RESORT LOT 122 ANNEXATION**

---

A RESOLUTION AUTHORIZING THE AMENDMENT OF THE NORTHWEST FIRE DISTRICT'S BOUNDARIES TO INCLUDE LAND WITHIN PIMA COUNTY AND CONTIGUOUS TO THE BOUNDARIES OF THE NORTHWEST FIRE DISTRICT AFTER WRITTEN REQUEST BY THE PROPERTY OWNER IN ACCORDANCE WITH A.R.S. § 48-262 (I)

WHEREAS, on August 1, 2016, Dove Mountain Investors, LLC, an Arizona limited liability company, owner of the real property located in Pima County, Arizona, requested in writing that the Northwest Fire District Governing Board amend the District's boundaries to include the property, more particularly described on Exhibit A, attached hereto and incorporated herein by this reference [the "Property"]; and

WHEREAS, the Property is located within Pima County and is contiguous to the boundaries of Northwest Fire District, as shown on the map and legal description, also attached hereto as Exhibit A; and

WHEREAS, the Property is included within the corporate boundaries of the Town of Marana, and the Town has approved inclusion of the Property within the boundaries of the Northwest Fire District, pursuant to Town of Marana Resolution No. 2004-133; and

WHEREAS, the Northwest Fire District has determined that inclusion of the Property within the boundaries of the Northwest Fire District will benefit the Northwest Fire District, the Property Owners, and the District's residents.

NOW, THEREFORE, BE IT RESOLVED that the Governing Board of the Northwest Fire District hereby orders the following:

The boundaries of Northwest Fire District are hereby amended to include the Property described as set forth on the attached Exhibit A.

PASSED and ADOPTED by the Governing Board of the Northwest Fire District at a duly noticed meeting held on September 27, 2016, by a majority of a quorum of the Governing Board Members.

---

George Carter  
Board Chair

ATTEST:

APPROVED AS TO FORM:

---

Clerk of the Board

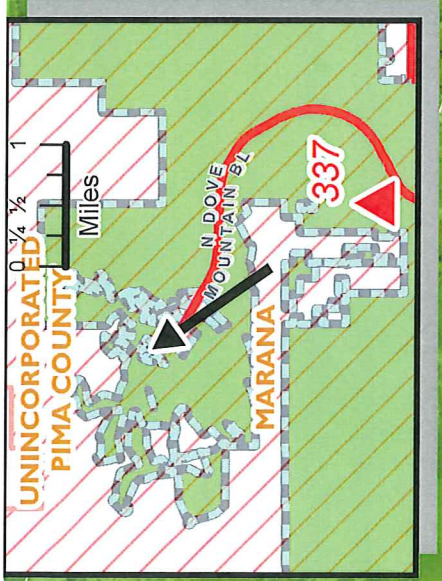
---

Thomas Benavidez  
District Attorney

## **EXHIBIT "A"**

[Map & Legal Description]





### Legend

- Properties
- Streets
- STREET TYPE
  - Major local road
  - Minor local road
- Dove Mountain Resort Lot 122
- NWFD Area

Dove Mountain Resort Lot 122 Annexation  
 14549 N. Yellow Dome, Town of Marana  
 PARCEL: 218191280



**Exhibit A**

**Lot 122, of DOVE MOUNTAIN RESORT, a subdivision of Pima County, Arizona according to the map or plat thereof of record in the office of the County Recorder of Pima County, Arizona, in Book 62 of Maps and Plats at page 71 thereof, as amended by Declaration of Scrivener's Error recorded in Docket 13272 at page 769**

F. ANN RODRIGUEZ, RECORDER  
 RECORDED BY: D\_K  
 DEPUTY RECORDER  
 7864 PE1



DOCKET: 12370  
 PAGE: 2909  
 NO. OF PAGES: 1  
 SEQUENCE: 20041620643  
 08/20/2004  
 RES 16:55

SMARA  
 TOWN OF MARANA  
 ATTN: TOWN CLERK  
 13251 N LON ADAMS RD  
 MARANA AZ 85653

MAIL

AMOUNT PAID \$ 8.00

## MARANA RESOLUTION NO. 2004-133

RELATING TO NORTHWEST FIRE DISTRICT; ENDORSING AND AUTHORIZING ANNEXATION OF ANY AND ALL TERRITORY LOCATED WITHIN THE TOWN LIMITS OF MARANA, ARIZONA, AS THEY MAY BE AMENDED FROM TIME TO TIME; AND DECLARING AN EMERGENCY.

WHEREAS, Northwest Fire District has plans to pursue various annexations of property located within the Town limits of the Town of Marana; and

WHEREAS, the Town adopted Marana Resolution No. 98-23 on March 3, 1998, authorizing all Northwest Fire District annexations within the Town limits as it then existed; and

WHEREAS, the Town now desires to grant a blanket authorization for all Northwest Fire District annexations of property located within the Town limits of the Town of Marana as it currently exists and as it is amended from time to time; and

WHEREAS, fire protection is lacking in the areas of the Town of Marana that are not within the boundaries of Northwest Fire District, and it is in the best interests of the citizens of the Town of Marana that fire protection be made available.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, that all annexations proposed by Northwest Fire District of property located within the Town limits of the Town of Marana as it currently exists and as it may be amended from time to time are hereby endorsed and authorized pursuant to A.R.S. § 48-262(F).

BE IT FURTHER RESOLVED THAT since it is necessary for the preservation of the peace, health and safety of the Town of Marana that this resolution become immediately effective, an emergency is hereby declared to exist, and this resolution shall be effective immediately upon its passage and adoption.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, this 17th day of August, 2004.

ATTEST:

*Jocelyn C. Bronson*  
 Jocelyn C. Bronson, Town Clerk



*Bobby Sutton, Jr.*  
 Mayor Bobby Sutton, Jr.

APPROVED AS TO FORM:

*Frank Cassidy*  
 Frank Cassidy, Town Attorney



Book-Map-Parcel: 218-19-1280

[Oblique Image](#)

Tax Year:

Tax Area: [0610](#)

## Property Address:

Street No	Street Direction	Street Name	Location
14549	N	YELLOW DOME PL	Marana

## Taxpayer Information:

STAN DAVID RAY & JANICE JILL CP/RS  
217 NEW PORT DR  
PEACHTREE CITY GA

## Property Description:

DOVE MOUNTAIN RESORT LOT 122

30269- 4277

## Valuation Data:

Valuation Year	Legal Class	Assessment Ratio	Land FCV	Imp FCV	Total FCV	Limited Value	Limited Assessed
2016	Vacant/Ag/Golf (2)	15.0	\$139,707	\$0	\$139,707	\$94,747	\$14,212
2017	Vacant/Ag/Golf (2)	15.0	\$155,230	\$0	\$155,230	\$99,484	\$14,923

## Property Information:

Section: 15  
Town: 11.0  
Range: 12.0E  
Map & Plat: 62/71  
Block:  
Tract:  
Rule B District: 5  
Land Measure: 1.00S  
Group Code: 000  
Census Tract: 4611  
[Use Code:](#) 0073 (VACANT INCOMPLETE RURAL SUBDIVIDED)  
File Id: 1  
Date of Last Change: 8/22/2016

## Valuation Area:

Condo Market: 410  
DOR Market: 43  
MFR Neighborhood: Tortolita\_Foothills\_Undefined  
SFR Neighborhood: 08020006  
SFR District: 3

## Sales Information:

Affidavit of Fee No.	Parcel Count	Sale Date	Property Type	Sale	Time Adjusted Sale	Cash	Validation
20162230176	1	08/2016	Vacant Land	\$248,400	\$248,400	Y	W1 DLM

## Supervisor District:

(1) ALLY MILLER

## Recording Information:

Sequence No.	Docket	Page	Date Recorded	Type
20162230176	0	0	8/10/2016	WARRANTY DEED
20113430158	0	0	12/9/2011	WARRANTY DEED
20071910387	13152	1904	10/2/2007	WARRANTY DEED
20071910388	13152	1908	10/2/2007	WARRANTY DEED
20071910403	13152	2243	10/2/2007	WARRANTY DEED
96077934	10291	563	5/9/1996	

## Petition Information:

Tax Year	Owner's Estimate	Petition	SBOE
2014	\$500		
2013	\$500		
2012	\$500		
2011	\$500		
2010	\$50,000		

Parcel Note: Click to see/expand 1 note(s)

**Northwest Fire District Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED****MEMORANDUM NO. 2016-155**

---

**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Adoption of Resolution 2016-045 Ordering the Old Marana Rights-Of-Way Annexation, Pursuant to A.R.S. Section 48-262(I); All Rights-Of-Ways Are Located to the West of I-10 N. Casa Grande Highway in Marana, Pima County, Arizona

---

**RECOMMENDATION:**

Adopt the resolution and approve the annexation

**MOTION:**

Move to adopt Resolution 2016-045 ordering the Old Marana Rights-of-Way Annexation

**DISCUSSION:**

This is an annexation involving Marana Road, Grier Road, Kirby Hughes Road, Luckett Road, and Wentz Road under the Town of Marana jurisdiction. The Town Manager, Gilbert Davidson submitted the attached memorandum dated September 7, 2016. All roadways are located to the west of I-10 N. Casa Grande Highway in Marana, Pima County, Arizona, and is contiguous with the District.

The above referenced roads will be serviced by Station 336. No additional resources are needed to serve this area.

**FISCAL IMPACT:**

There is no tax revenue associated with the annexation of these roadways.

**ALTERNATIVES:**

Not approve the annexation; not recommended

**ATTACHMENTS:**

- Old Marana Rights-of-Way Annexation (PDF)



September 7, 2016

*Via email ([hdamico@northwestfire.org](mailto:hdamico@northwestfire.org)) and First Class Mail*

Heather D'Amico  
NORTHWEST FIRE DISTRICT  
5225 W. Massingale Road  
Tucson, AZ 85743

**Re: Northwest Fire District Annexations of Various Old Marana rights-of-way**

Dear Ms. D'Amico,

This letter is in response to Northwest Fire District representatives' communications with Marana Town Attorney Frank Cassidy regarding Northwest Fire District's annexation of portions of certain old Marana rights-of-way that are not yet within any fire district's boundaries.

At the urging of Northwest Fire District, the Town of Marana requests the annexation into the Northwest Fire District of the following portions of public right-of-way that are not yet within any fire district's boundaries:

- That portion of Marana Road right-of-way bordered on the west by the existing Northwest Fire District jurisdictional boundary at Lockett Road and bordered on the east by the existing Northwest Fire District jurisdictional boundary about 575 feet west of the centerline of Sandario Road (i.e., all portions of Marana Road right-of-way located in Sections 19, 20, and 21, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)
- That portion of Grier Road right-of-way bordered on the west by Jane Avenue and bordered on the east by Wentz Road (i.e., all portions of Grier Road right-of-way located in Section 19, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)
- That portion of Kirby Hughes Road right-of-way bordered on the west by Lockett Road and bordered on the east by Wentz Road (i.e., all portions of Kirby Hughes Road right-of-way located in Section 18, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)



NORTHWEST FIRE DISTRICT

September 7, 2016

Page 2

- That portion of Luckett Road right-of-way bordered on the north by the north line of Section 7, Township 11 South, Range 11 East (being the northern terminus of paved Luckett Road at the south boundary of Assessor's Parcel Number 217-06-001K) and bordered on the south by the existing Northwest Fire District jurisdictional boundary at Treatment Plant Road (i.e., all portions of Luckett Road right-of-way located in Sections 7 and 18 and in the northwest quarter of Section 19 of Township 11 South, Range 11 East, and in Sections 12 and 13 of Township 11 South, Range 10 East, that are not yet within any fire district's boundaries)
- That portion of Wentz Road right-of-way bordered on the north by the north right-of-way line of Hardin Road and bordered on the south by the existing Northwest Fire District jurisdictional boundary at Grier Road (i.e., all portions of Wentz Road right-of-way located in Sections 17, 18, 19, and 20 of Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)

Marana Resolution No. 2004-133 (copy enclosed) endorses all Northwest Fire District annexations of property located within the Town limits. The land and right-of-way addressed by this letter are located within the Town limits.

Please contact me if you require any additional information or documentation.

Sincerely,

Gilbert Davidson  
Town Manager

C: Frank Cassidy, Town Attorney

Northwest Fire District  
5225 W. Massingale Rd.  
Tucson, AZ 85743-8416

**RESOLUTION NO. 2016-045  
OLD MARANA RIGHTS-OF-WAY ANNEXATION**

A RESOLUTION AUTHORIZING THE AMENDMENT OF THE NORTHWEST FIRE DISTRICT'S BOUNDARIES TO INCLUDE LAND WITHIN PIMA COUNTY, TOWN OF MARANA, AND CONTIGUOUS TO THE BOUNDARIES OF THE NORTHWEST FIRE DISTRICT, AFTER WRITTEN REQUEST BY THE PROPERTY OWNER IN ACCORDANCE WITH A.R.S. § 48-262 (I)

WHEREAS, on September 7, 2016, the Town of Marana, an Arizona municipal corporation, owner of real property located in Pima County, Arizona, requested in writing that the Northwest Fire District Governing Board amend the District's boundaries to include its property, more particularly described on Exhibit A, attached hereto and incorporated herein by this reference [the "Property"]; and

WHEREAS, the Property is located within Pima County and is contiguous to the boundaries of Northwest Fire District, as shown on the map and legal description, also attached hereto as Exhibit A; and

WHEREAS, the Property is included within the corporate boundaries of the Town of Marana, and the Town has approved inclusion of the Property within the boundaries of the Northwest Fire District, pursuant to Town of Marana Resolution No. 2004-133; and

WHEREAS, the Northwest Fire District has determined that inclusion of the Property within the boundaries of the Northwest Fire District will benefit the Northwest Fire District, the Property Owner, and the District's residents.

NOW, THEREFORE, BE IT RESOLVED that the Governing Board of the Northwest Fire District hereby orders the following:

The boundaries of Northwest Fire District are hereby amended to include the Property described as set forth on the attached Exhibit A.

PASSED and ADOPTED by the Governing Board of the Northwest Fire District at a duly noticed meeting held on September 27, 2016, by a majority of a quorum of the Governing Board Members.

\_\_\_\_\_  
George Carter  
Board Chair

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Clerk of the Board

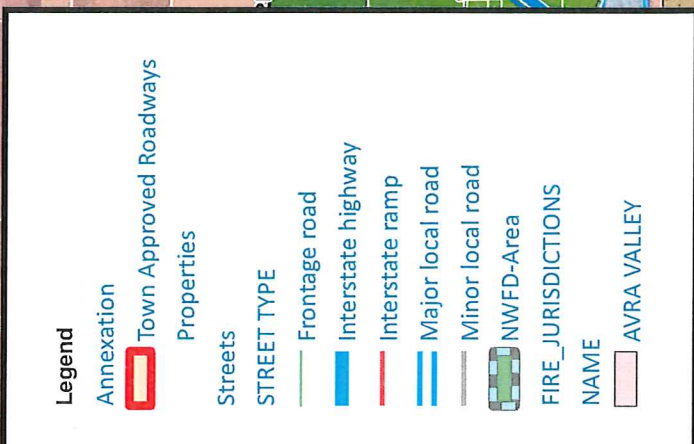
\_\_\_\_\_  
Thomas Benavidez  
District Attorney



**EXHIBIT "A"**  
[Map & Legal Description]



Attachment: Old Marana Rights-of-Way Annexation (2016-155 : Old Marana Rights-Of-Way Annexation)





**[PROPERTY DESCRIPTION]**

- That portion of Marana Road right-of-way bordered on the west by the existing Northwest Fire District jurisdictional boundary at Luckett Road and bordered on the east by the existing Northwest Fire District jurisdictional boundary about 575 feet west of the centerline of Sandario Road (i.e., all portions of Marana Road right-of-way located in Sections 19, 20, and 21, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)
- That portion of Grier Road right-of-way bordered on the west by Jane Avenue and bordered on the east by Wentz Road (i.e., all portions of Grier Road right-of-way located in Section 19, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)
- That portion of Kirby Hughes Road right-of-way bordered on the west by Luckett Road and bordered on the east by Wentz Road (i.e., all portions of Kirby Hughes Road right-of-way located in Section 18, Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)
- That portion of Luckett Road right-of-way bordered on the north by the north line of Section 7, Township 11 South, Range 11 East (being the northern terminus of paved Luckett Road at the south boundary of Assessor's Parcel Number 217-06-001K) and bordered on the south by the existing Northwest Fire District jurisdictional boundary at Treatment Plant Road (i.e., all portions of Luckett Road right-of-way located in Sections 7 and 18 and in the northwest quarter of Section 19 of Township 11 South, Range 11 East, and in Sections 12 and 13 of Township 11 South, Range 10 East, that are not yet within any fire district's boundaries)
- That portion of Wentz Road right-of-way bordered on the north by the north right-of-way line of Hardin Road and bordered on the south by the existing Northwest Fire District jurisdictional boundary at Grier Road (i.e., all portions of Wentz Road right-of-way located in Sections 17, 18, 19, and 20 of Township 11 South, Range 11 East, that are not yet within any fire district's boundaries)



RECORDED BY: D K  
DEPUTY RECORDER  
7864 PE1



DOCKET: 12370  
PAGE: 2909  
NO. OF PAGES: 1  
SEQUENCE: 20041620643  
08/20/2004  
RES 16:55

SMARA  
TOWN OF MARANA  
ATTN: TOWN CLERK  
13251 N LON ADAMS RD  
MARANA AZ 85653

MAIL

AMOUNT PAID \$ 8.00

## MARANA RESOLUTION NO. 2004-133

RELATING TO NORTHWEST FIRE DISTRICT; ENDORSING AND AUTHORIZING ANNEXATION OF ANY AND ALL TERRITORY LOCATED WITHIN THE TOWN LIMITS OF MARANA, ARIZONA, AS THEY MAY BE AMENDED FROM TIME TO TIME; AND DECLARING AN EMERGENCY.

WHEREAS, Northwest Fire District has plans to pursue various annexations of property located within the Town limits of the Town of Marana; and

WHEREAS, the Town adopted Marana Resolution No. 98-23 on March 3, 1998, authorizing all Northwest Fire District annexations within the Town limits as it then existed; and

WHEREAS, the Town now desires to grant a blanket authorization for all Northwest Fire District annexations of property located within the Town limits of the Town of Marana as it currently exists and as it is amended from time to time; and

WHEREAS, fire protection is lacking in the areas of the Town of Marana that are not within the boundaries of Northwest Fire District, and it is in the best interests of the citizens of the Town of Marana that fire protection be made available.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, that all annexations proposed by Northwest Fire District of property located within the Town limits of the Town of Marana as it currently exists and as it may be amended from time to time are hereby endorsed and authorized pursuant to A.R.S. § 48-262(F).

BE IT FURTHER RESOLVED THAT since it is necessary for the preservation of the peace, health and safety of the Town of Marana that this resolution become immediately effective, an emergency is hereby declared to exist, and this resolution shall be effective immediately upon its passage and adoption.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, this 17th day of August, 2004.

ATTEST:

*Jocelyn C. Bronson*  
Jocelyn C. Bronson, Town Clerk



*Bobby Sutton, Jr.*  
Mayor Bobby Sutton, Jr.

APPROVED AS TO FORM:

*Frank Cassidy*  
Frank Cassidy, Town Attorney



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

5.E

### SCHEDULED

### MEMORANDUM NO. 2016-156

---

**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Heather D'Amico,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Adoption of Resolution No. 2016-046 Ordering the Shaner Annexation, Pursuant to A.R.S. Section 48-262(I); the Annexation Area is Located at 5315 W. Tangerine Road and is Located East of Twin Peaks Road and South of Tangerine Road in Marana, Pima County, Arizona

---

#### **RECOMMENDATION:**

Adopt the resolution and approve the annexation

#### **MOTION:**

Move to adopt Resolution No. 2016-046 ordering the Shaner Annexation.

#### **DISCUSSION:**

This is an annexation involving property owner Virginia Shaner, who submitted the attached letter dated September 19, 2016. The property is located at 5315 W. Tangerine Road and is located east of Twin Peaks Road and south of Tangerine Road in Marana, Pima County, Arizona and is contiguous with the District boundary.

The parcel would be serviced by Station 339. No additional resources are needed to services this area.

#### **FISCAL IMPACT:**

The 2017 Assessed Value of the property is \$14,011; the revenue to the District based on the current combined tax rate would be approximately \$420.00 annually.

#### **ALTERNATIVES:**

Not approve the annexation; not recommended

#### **ATTACHMENTS:**

- Shaner Annexation (PDF)

September 19, 2016

George Carter, Chairman  
Northwest Fire District Board  
5225 W. Massingale Road  
Tucson, Arizona 85743

RE: The Shaner Annexation

Dear Chairman Carter:

I am the owner of the property located at 5315 W. Tangerine Road in Pima County, AZ, and more specifically described on Exhibit A, attached hereto and incorporated herein by this reference. By this letter, with my signature affixed below, and pursuant to A.R.S. section 48-262(I), I expressly request that the Northwest Fire District forthwith amend its boundaries to include my property described on Exhibit A.

Sincerely,

Virginia Shaner  
Virginia Shaner (Signature)  
VIRGINIA SHANER

\_\_\_\_\_  
Virginia Shaner (Print)

STATE OF Arizona |  
County of Pima | ss.

On this, the 19<sup>th</sup> day of September, 2016, before me, the undersigned Notary Public personally appeared Virginia Shaner, who acknowledged ownership of the property located at 5315 W. Tangerine Road in Pima County, AZ, that as such officer being authorized so to do, executed the foregoing instrument for the purposes herein.



Heather Lin D'Amico  
Notary Public  
My Commission Expires: July 31, 2019

Northwest Fire District  
5225 W. Massingale Rd.  
Tucson, AZ 85743-8416

## **RESOLUTION NO. 2016-046 THE SHANER ANNEXATION**

---

A RESOLUTION AUTHORIZING THE AMENDMENT OF THE NORTHWEST FIRE DISTRICT'S BOUNDARIES TO INCLUDE LAND WITHIN PIMA COUNTY AND CONTIGUOUS TO THE BOUNDARIES OF THE NORTHWEST FIRE DISTRICT AFTER WRITTEN REQUEST BY THE PROPERTY OWNER IN ACCORDANCE WITH A.R.S. § 48-262 (I)

WHEREAS, on September 19, 2016, Virginia Shaner, owner of the real property located in Pima County, Arizona, requested in writing that the Northwest Fire District Governing Board amend the District's boundaries to include the property, more particularly described on Exhibit A, attached hereto and incorporated herein by this reference [the "Property"]; and

WHEREAS, the Property is located within Pima County and is contiguous to the boundaries of Northwest Fire District, as shown on the map and legal description, also attached hereto as Exhibit A; and

WHEREAS, the Property is included within the corporate boundaries of the Town of Marana, and the Town has approved inclusion of the Property within the boundaries of the Northwest Fire District, pursuant to Town of Marana Resolution No. 2004-133; and

WHEREAS, the Northwest Fire District has determined that inclusion of the Property within the boundaries of the Northwest Fire District will benefit the Northwest Fire District, the Property Owners, and the District's residents.

NOW, THEREFORE, BE IT RESOLVED that the Governing Board of the Northwest Fire District hereby orders the following:

The boundaries of Northwest Fire District are hereby amended to include the Property described as set forth on the attached Exhibit A.

PASSED and ADOPTED by the Governing Board of the Northwest Fire District at a duly noticed meeting held on September 27, 2016, by a majority of a quorum of the Governing Board Members.

---

George Carter  
Board Chair

ATTEST:

APPROVED AS TO FORM:

---

Clerk of the Board

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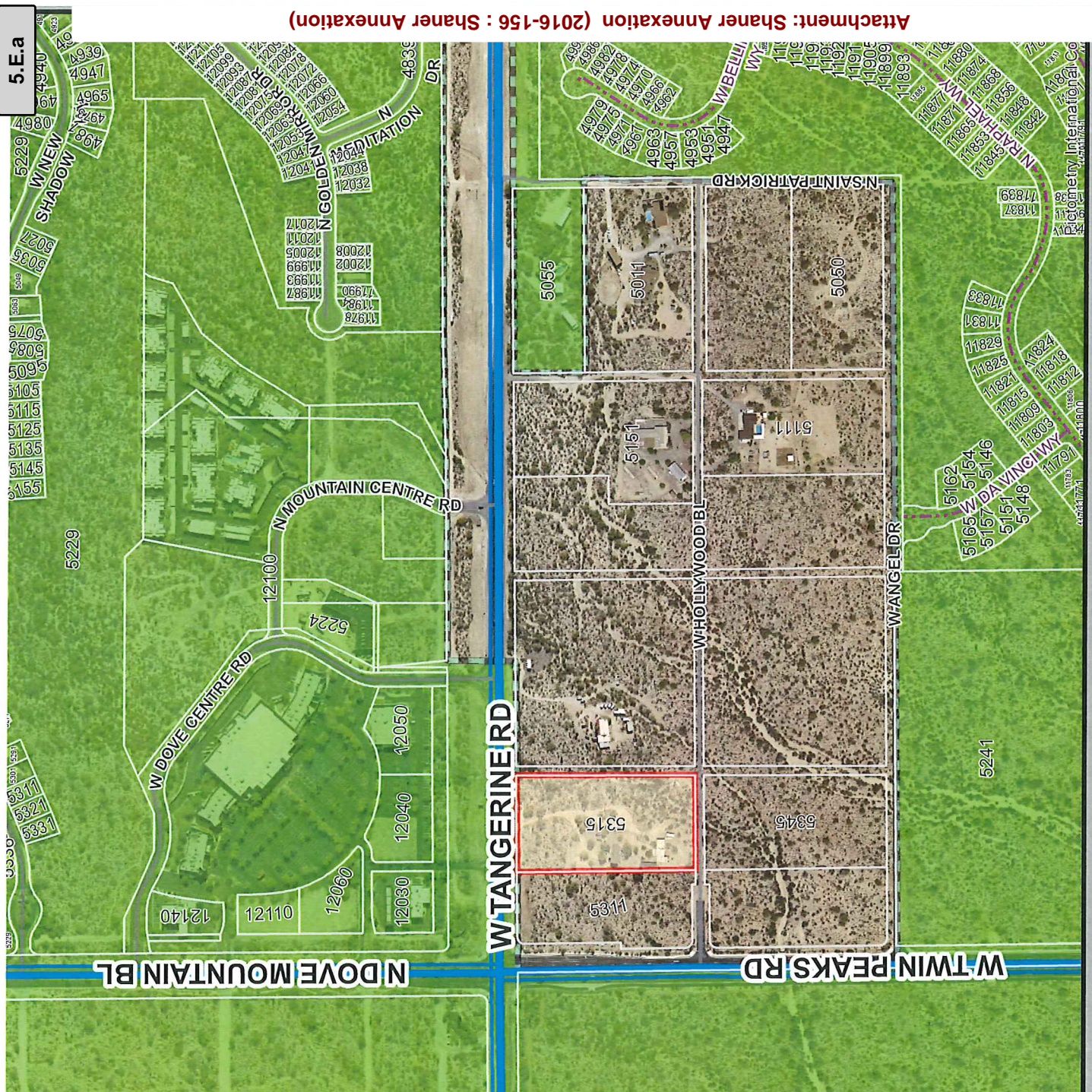
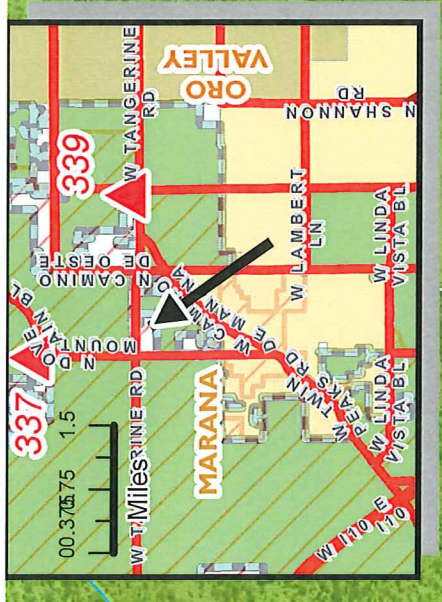
Thomas Benavidez  
District Attorney



**EXHIBIT "A"**

[Map & Legal Description]





### Legend

- Properties
- Planned Streets
- Streets
- STREET TYPE
  - Major local road
  - Minor local road
- Shaner Annexation
- NWFD Area

The Shaner Annexation  
 5315 W Tangerine Rd  
 Town of Marana  
 PARCEL: 216020130





**EXHIBIT "A"**  
**[PROPERTY DESCRIPTION]**

**Property Description:**

E2 NW4 LOT 4 EXC RDS 5 AC SEC 1-12-12  
PARCEL ID: 216-02-0130

F. ANN RODRIGUEZ, RECORDER  
 RECORDED BY: D\_K  
 DEPUTY RECORDER  
 7864 PE1



DOCKET: 12370  
 PAGE: 2909  
 NO. OF PAGES: 1  
 SEQUENCE: 20041620643  
 08/20/2004  
 RES 16:55

SMARA  
 TOWN OF MARANA  
 ATTN: TOWN CLERK  
 13251 N LON ADAMS RD  
 MARANA AZ 85653

MAIL

AMOUNT PAID \$ 8.00

### MARANA RESOLUTION NO. 2004-133

RELATING TO NORTHWEST FIRE DISTRICT; ENDORSING AND AUTHORIZING ANNEXATION OF ANY AND ALL TERRITORY LOCATED WITHIN THE TOWN LIMITS OF MARANA, ARIZONA, AS THEY MAY BE AMENDED FROM TIME TO TIME; AND DECLARING AN EMERGENCY.

WHEREAS, Northwest Fire District has plans to pursue various annexations of property located within the Town limits of the Town of Marana; and

WHEREAS, the Town adopted Marana Resolution No. 98-23 on March 3, 1998, authorizing all Northwest Fire District annexations within the Town limits as it then existed; and

WHEREAS, the Town now desires to grant a blanket authorization for all Northwest Fire District annexations of property located within the Town limits of the Town of Marana as it currently exists and as it is amended from time to time; and

WHEREAS, fire protection is lacking in the areas of the Town of Marana that are not within the boundaries of Northwest Fire District, and it is in the best interests of the citizens of the Town of Marana that fire protection be made available.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, that all annexations proposed by Northwest Fire District of property located within the Town limits of the Town of Marana as it currently exists and as it may be amended from time to time are hereby endorsed and authorized pursuant to A.R.S. § 48-262(F).

BE IT FURTHER RESOLVED THAT since it is necessary for the preservation of the peace, health and safety of the Town of Marana that this resolution become immediately effective, an emergency is hereby declared to exist, and this resolution shall be effective immediately upon its passage and adoption.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, this 17th day of August, 2004.

ATTEST:

*Jocelyn C. Bronson*  
 Jocelyn C. Bronson, Town Clerk



*Bobby Sutton, Jr.*  
 Mayor Bobby Sutton, Jr.

APPROVED AS TO FORM:

*Frank Cassidy*  
 Frank Cassidy, Town Attorney



Book-Map-Parcel: 216-02-0130

[Oblique Image](#)

Tax Year:

Tax Area: [0610](#)

## Property Address:

Street No	Street Direction	Street Name	Location
5315	W	TANGERINE RD	Marana

## Taxpayer Information:

SHANER VIRGINIA M REVOC TR  
5315 W TANGERINE RD  
MARANA AZ

## Property Description:

E2 NW4 LOT 4 EXC RDS 5 AC SEC 1-12-12

85658- 4209

## Valuation Data:

Valuation Year	Legal Class	Assessment Ratio	Total FCV	Limited Value	Limited Assessed
2016	Primary Res (3)	10.0	\$135,914	\$133,434	\$13,343
2017	Primary Res (3)	10.0	\$161,836	\$140,106	\$14,011

## Property Information:

Section: 1  
Town: 12.0  
Range: 12.0E  
Map & Plat: /  
Block:  
Tract:  
Rule B District: 6  
Land Measure: 5.00A  
Group Code:  
Census Tract: 4611  
[Use Code:](#) 0132 (SFR GRADE 010-3 URBAN NON-SUBDIVIDED )  
File Id: 1  
Date of Last Change: 9/25/2015

## Residential Characteristics:

Property Appraiser: Lisa Checkon Phone: (520)724-8949

Appraisal Date:	10/1/1991	Property Type:	Single Family Residence
Processed:		Area ID:	Ed 3-204639-06-3
Building Class:	3	Physical Condition:	Good
Total Livable Area:	1,358	Garage Type:	Garage
Effective Construction Year:	1990	Garage Capacity:	2
Stories:	1.0	Patio Type:	None
Rooms:	4	Patio Number:	0
Quality:	Fair	Pool Area:	0
Exterior Walls:	Adobe	Valuation Type:	00
Roof Type:	Prepared Roll	Total Main:	\$179,818
Heating:	Forced	Total Control:	\$179,818
Cooling:	Refrigeration	Total Actual:	\$161,836
Bath Fixtures:	3	FCV Adjustment Factor:	1.000
Enhancement:	\$0	Last Action:	0821

## Valuation Area:

Condo Market: 14  
DOR Market: 43  
MFR Neighborhood: Tortolita\_Foothills\_undefined  
SFR Neighborhood: 20463906  
SFR District: 3

## Supervisor District:

(1) ALLY MILLER

## Recording Information:

Sequence No.	Docket	Page	Date Recorded	Type
20152370043	0	0	8/25/2015	QUIT CLAIM DEED
93182111	9651	2776	10/20/1993	
0	9158	1008	11/4/1991	
0	7535	540	5/16/1985	

Parcel Note: Click to see/expand 4 note(s)



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

5.F

### SCHEDULED

#### MEMORANDUM NO. 2016-157

---

**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Raymond Thibault,  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Approval to Award Request for Qualifications (RFQ) No. 1604 Regarding Collection Services

---

#### **RECOMMENDATION:**

Staff recommends approval of this item to award a vendor for Collection Services.

#### **MOTION:**

Move to award Request for Qualifications 1604 Collection Services to Security Collection Agency (a division of Applied Business Services).

#### **DISCUSSION:**

Request for Qualifications No. 1604 was issued to procure Collection Services.

Award determination was based on the recommendation of the Evaluation Committee. The statements of qualifications were evaluated and scored using the evaluation criteria contained in the RFQ. A letter of recommendation from the evaluation committee is attached. This is a multi-term contract beginning upon award with renewal options through August 31, 2021.

The Request for Qualifications was sent to 6 vendors, 3 vendors submitted statements of qualifications for award consideration and 1 no-bid was received. The solicitation was published for four consecutive days in a daily newspaper. The Request for Qualifications was also advertised on the District website and published on a national database during the solicitation period.

The recommended vendor was determined to have submitted the proposal most advantageous to the district.

#### **FISCAL IMPACT:**

The services provided under this contract will only have a positive effect since it provides for revenue recovery.

#### **ALTERNATIVES:**

Continue to seek alternative vendors and re-solicit the service. Not recommended.

Memorandum 2016-157

Meeting of September 27, 2016

**ATTACHMENTS:**

- Security Collection Agency (PDF)
- 1604 Committee Recommendation (PDF)
- 1604 Analysis (PDF)



Collection Services Proposal  
Presented to  
Northwest Fire District Administration  
RFQ Number: 1604  
Collection Services

Healthcare  
Government  
EMS  
Retail  
Utilities  
Education



617 Soundside Road  
Edenton, NC 27932

Telephone No.: 800-777-4433

Fax No.: 866-907-7667

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)





## PROPRIETARY NOTICE

**ALL INFORMATION AND SAMPLE MATERIAL WITHIN THIS INFORMATION PACKAGE IS THE SOLE PROPERTY OF APPLIED BUSINESS SERVICES (ABS),dba SECURITY COLLECTION AGENCY (SCA), AND IS PROVIDED TO ASSOCIATES OF YOUR ORGANIZATION WHO HAVE AN INTEREST IN ITS CONTENT. MATERIALS CONTAINED HEREIN SHALL NOT BE COPIED AND DISTRIBUTED WITHOUT THE EXPRESSED CONSENT OF ABS/SCA.**



## Proposal Submittal

### Tab 1. Executive Summary (One page)

Applied Business Services/Security Collection Agency (ABS/SCA) is delighted to have the opportunity of submitting our qualifications to provide a customizable collection services for Northwest Fire District Administration, RFQ Number 1604. ABS/SCA affirms all requirements listed in the Standard as well as Special Terms and Conditions (Sections II & III) in the Northwest Fire District RFQ. This proposal is a firm, all-inclusive offer of twenty-four percent (24%) and is extended for a period of one hundred and eighty (190) days.

Our goal is to maximize revenue recovery for our clients and minimize their administrative burdens. This goal is accomplished simultaneously with our mission: **To maintain a positive reputation for our clients in their respective communities without customer complaint.**

Applied Business Services/Security Collection Agency's forte is in providing revenue recovery efforts, as well as, various medical and non-medical Administrative Services including:

- Extended Business Office
- Early-Out
- Insurance Filing & Follow-up
- Statement Printing & Mailing
- Debt Set-off processing and account monitoring
- Payment monitoring and Contract Plans

We offer the kind of flexibility that allows our clients to choose a range of services that best matches their collection philosophy and generates the most revenue for their bottom line without complaints. A **"General Account Flow Chart"** is included in our proposal, as well as, copies of forms, letters, sample reports, all of which can be quickly modified in our customizable solutions approach.

Applied Business Services/Security Collection Agency will develop electronic data exchanges for receivables transfers, notifications of receipts, withdrawals and deletions, and the submission of accounts for skip tracing waterfall services for Northwest Fire District Administration. ABS/SCA commits to provide new addresses and/or telephone locates service on all accounts it receives from Northwest Fire District when new information is obtained.

On behalf of Applied Business Services/Security Collection Agency, we extend the invitation to become a part of our growing A/R family success stories. ABS/SCA can implement a customized A/R program that will achieve the requirements of Northwest Fire District's RFQ.

Applied Business Services/Security Collection Agency

Proposal Submittal  
Tab 2. History



I, Lucy A. McKellar serve as the Director of Business Development for Applied Business Services/Security Collection Agency. Applied Business Services, Incorporated (ABS) is the parent corporation of Security Collection Agency (SCA).

Security Collection Agency is the registered name under which the Delinquent Account Recovery Division of ABS operates. Early-out Self Payment Services, Insurance Follow-up Services, Installment/Payment Monitoring Services, and other revenue management solutions are provided through ABS. ABS submitted its corporate charter to the state of North Carolina in October of 1974 and has been a recognized corporation since that time. Security Collection Agency utilizes the following address for Corporate and collection activities.

*Applied Business Services, Inc.  
Security Collection Agency  
617 Soundside Road  
PO Box 1110  
Edenton, NC 27932*

ABS/SCA is a highly stable corporation that has never operated unprofessionally over its forty-two (42) year history. Bad Debt placements have totaled over \$200 million dollars over the past year.

**Applied Business Services/Security Collection Agency does not subcontract and or outsource any of its collection services. All services are done in-house to include all correspondence. We do not discriminate on the basis of race, ethnicity, national origin or gender in the award and performance of the work under this contract or with any and all contract with our clients.**

## Proposal Submittal

## Tab 2. History



For forty-two (42) years, Applied Business Services/Security Collection Agency has been providing Accounts Receivable Recovery Services to the healthcare provider communities to include but not limited to North Carolina, South Carolina, Virginia, Georgia, Florida, Texas, California, Alabama, Tennessee, New Jersey to mention a few. Security Collection Agency was one of the first collection firms in the United States to apply the benefits of computer automated data processing technology to the delinquent account recovery process. Security Collection Agency has been fully automated since the date that it began operations in 1974.

Applied Business Services/Security Collection Agency maintains its own unique package of collection software applications that have been totally designed and produced by its in-house staff including a computer Systems Engineer and Computer Programmers. This self-written collection software is designed to improve the delinquent account management and follow-up processes so critical to achieving superior recoveries. By having its own proprietary software systems, ABS/SCA has not been in the need to rely on the abilities (or lack thereof) of third-party collection software vendors. Most agencies use collection system software developed by software vendors. The drawback to this situation is the agency's lack of the necessary system knowledge regarding its capabilities and limitations. Because ABS/SCA's knowledge of its system is complete and modifications are under its sole control, when enhancements schemes are identified, ABS/SCA is able to quickly react and implement these changes so as to result in maximum recovery.

Over ninety-eight percent (98%) of ABS/SCA's business is related to the recovery of accounts receivable resulting from charges incurred in the dispensation of medical products/services. We currently serve hospitals located in Florida, North Carolina, South Carolina and Virginia. And service eighty-three (83) Emergency Medical Services (EMS) some regionally and nationally based Fire Rescue, Ambulance Services & EMS.



## Proposal Submittal

## Tab 2. History



Applied Business Services/Security Collection Agency has built its business by providing collection services to healthcare providers. By doing so, ABS/SCA has attained a wealth of experience in recovering health care related debt. Such experience has, for example, caused the formation of:

- A stand-alone, highly experienced medical claims department where third-party payer information, once uncovered by a telephone recovery specialist, is verified and submitted for payment;
- An electronic link established with SSI and Blue-E Systems so as to have patient Medicaid and other third party payer information readily available.
- Customized approaches to handling the different types of Healthcare-related debts (e.g. Medicare, Workers Compensation, accident liability cases, etc.) that are part of a typical account placement mix;
- And; most important: Regular training/re-training of the front-line collection staff to keep them fully abreast of the continuous change in the health care industry.

Applied Business Services/Security Collection Agency understands that Northwest Fire District wants an A/R partner that work seamlessly and closely with its personnel to assist in the collection of revenue that would otherwise be lost income- especially in hard economic times like these. ABS/SCA will assist Northwest Fire District personnel identify recurring problems and help train to resolve the problem.

Our proprietary customizable collection software programs are specifically designed for the collection agency requirements in your RFP.

Proposal Submittal  
Tab 2. History



42 Years of  
Experience

**Applied Business Services, dba  
Security Collection Agency is a  
Corporation  
Established in 1974**

617 Soundside Road

Edenton, NC 27932

800-777-4433 (Toll Free)

866-907-7667 (Toll Free Fax)

252-482-7666 (Office)

252-482-7667 (Fax)

Email: [client.services@abs-sca.com](mailto:client.services@abs-sca.com)

Client Services Office Hours: Monday-Friday 8am-5pm

ABS Federal ID# 56-1095420

North Carolina Permit # 100580

Authorized Person to Contact: Lucy McKellar

Director of Business Development

Visit us at our Website:

[www.abs-sca.com](http://www.abs-sca.com)

**Sales**

*Raleigh, NC  
919-510-5450*

**Sales**

*Charleston, SC  
843-573-9878*

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

42 Years of Experience

Financially Stable

FDCPA Compliant

ACA Certified

Proposal Submittal  
Tab 2. History



## Affiliations



## Proposal Submittal

## Tab. 3. Approach



Applied Business Services/Security Collection Agency is very confident of its ability to be your number one collection against any collection competition. Based on the specifications mentioned on the RFQ Section III, Tab 3. Applied Business Services/Security Collection Agency will not require the hire of any additional staff, as we already have a Spanish speaking collector as well as a designated Spanish phone line. We believe that with our current staff we will be immediately ready to serve Northwest Fire District.

- ABS/SCA has in place the supervision needed for this project.
- ABS/SCA has ownership of the building space used for our operational services. Our facility is 15,000 square feet and located in 8 acres of land, building was created for the sole purpose to the collection of bad debt.
- The capability to customize all collection letters in any language.
- The technology and equipment needed to service Northwest Fire District is in place and ready for services. This includes all collector spaces, as well as, all support equipment.
- Security Collection Agency agrees to cease collection activity immediately upon notification by Northwest Fire District that a patient's indebtedness was turned over in error or has been satisfied.

**We honor the "hold-harmless" clause for all clients and are adequately insured to protect them if a situation occurred requiring Applied Business Services/Security Collection Agency to pay a fine imposed as a result of a court ruling/decision.**



Proposal Submittal  
Tab. 3. Approach



**Security Collection Agency (SCA)** is the trade name for Applied Business Services, Incorporated and a North Carolina based corporation established in 1974. Over the past forty- two (42) years, SCA has grown into one of the largest, full-service collection agencies in the Southeast and provides a range of services aimed at filling the needs of commercial, government as well as privately owned businesses. Our primary goal is to provide outsourced revenue enhancing services designed to minimize revenue cycle burdens encountered by our clients. In effect, provide an out-sourced full-time team of managerial customer care specialists to assist with all collection activity duties required by your company. We have been profitable in each of our forty-two (42) years of service.

### **NO COLLECTION = NO FEES**

- ✓ Collection staff are licensed **Professional ACA Certified Collectors** (American Collectors Association.)
- ✓ Full time Computer System Engineer & Computer Programmers on site.
- ✓ All collection programs and other software are internally designed, written & maintained by Security Collection Agency. No outside help is needed to give exclusive collection details to your customized collection package.
- ✓ **Security Collection Agency's Client Portal provides 24/7 access to your accounts at no cost.**
- ✓ Our professional collection system makes interfacing, informational exchanges & working with multiple systems much easier and less time consuming.
- ✓ Security Collection Agency can immediately insert or change the wording of letters, collector talk-offs, timing of phone calls, the timing of letters, the volume of contacts, type of action to be taken and any other enhancements to the collection process that you request.
- ✓ Out of forty plus (40+) collection agencies we are ranked among the top two candidates for Emergency Medical Services Management & Consultants.
- ✓ Automated collection process includes and insures the following results:
 

<b>No</b> missed dates for specific actions	<b>No</b> missed follow-up dates or actions
<b>No</b> missed contacts	<b>No</b> shortcuts
<b>No</b> forgetting	

Our actions are computer programmed to occur automatically (i.e. letters, phone calls) or computer programmed to occur in a specific order by an individual (i.e. follow-up for broken promises). We **DO NOT** leave collection activity for individuals to "remember" or choose what they want to do. Actions are taken either automatically or placed on a computer screen in front of the collector in clear item action order.

#### **Our Technology & Systems**

Fully Computerized with IBM I Series Servers	Cisco routers and network hardware
Predictive dialer telephone system	Automated informational exchanges
Automated accounting programs	Automated mail processing system
Generac 36 KW Natural Gas Generator for Disaster Recovery	

#### **Scope of Services Include**

Full Skip-Tracing Locator Services	Legal Services
Credit Bureau Reporting and Maintenance Services	Full HIPAA Compliance Standards
Bad Debt Collections	Certified Compliance Officer on site

Proposal Submittal  
Tab. 3. Approach



**Applied Business Services/Security Collection Agency** is located in the historical waterfront community of Edenton NC.

Established in 1974, **Applied Business Services/Security Collection Agency** is a results driven full service accounts receivable company assigned more than Two Hundred Thirty Five Million (\$235,000,000.00) per year of new delinquent debt accounts.

**Applied Business Services/Security Collection Agency** has developed into one of the largest collection agencies in the Southeast because...

- Remained profitable each of our 42 years
- Customizable collection solutions
- Top dollar return
- Protection of our clients' reputations
- Optimal client service
- Ongoing training and experienced Management
- Compliance with all industry laws & Regulations
- Quality assurance audits
- Maintain the latest technology standards

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

Proposal Submittal  
Tab. 3. Approach



**Applied Business Services/Security Collection Agency:**

**Full Service Collection-Contingency Based:**

Our full service collection model provides:

- The latest technology for accounts receivables recovery.
- Full collection letter series, four (4) letters plus one (1) Credit Bureau Letter for a total of five (5) letters.
- Twenty (20) plus special collection automatic notices that can occur throughout the collection process until the account is paid in full. **Samples available on request.**
- Accounts that remain unpaid or without concrete payment arrangements, will be reported to the three major Credit Bureaus.
- Our full Skip Tracing Protocol returns updated address and phone numbers within 72 hours.
- Each account will be assigned a series of telephone campaigns by professional collection specialists utilizing techniques to effect maximum collection.

**Collection suits may be filed at an additional percentage fee.**

**You shall have the right to review all letters and notices before they are sent.**

**We handle all communication with the debtor and facilitate dispute resolution.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

Proposal Submittal  
Tab. 3. Approach



**Legal Collection Process** (Optional Service)

When ABS/SCA has exhausted all efforts in its pursuit of patient account payment, it automatically transfers the account to affiliated attorneys for further action deemed useful in further efforts to recover the account. Once ABS/SCA determines that its efforts will not produce positive results, it will forward all account information (account balances of \$130.00 and more) to the attorney affiliate. Once received by the attorney, the account information is reviewed and the attorney generates a letter to the guarantor explaining the seriousness of the debt and that payment is required to prevent any consideration of legal action. A letter of notification by the attorney affiliate of legal option will produce positive payment results from a percentage of guarantors. If the guarantor makes a payment, either in full or partial, the account is placed in a payment hold status until satisfied.

***Our Legal Collection Process Services, if requested, ends at this point without clients incurring additional expenses. If selected, the following can occur:***

If further action is requested by your office, we will supply all supporting documents (to the Attorney) for the preparation of a district court legal action against the debtor(s), and his/her spouse if applicable, with the intentions of securing payment, a payment arrangement via consent, judgement or obtaining a judgment against the guarantor. No formal legal action is taken unless this option is chosen and specifically instructed to do so by client. Legal action often produces positive payment results, if not immediately, then during the time period in which the judgement is valid ten (10) years. The cost associated with the legal filing are:

**Filing Fee-\$150.00**

**Service Fee -\$30.00 (by sheriff)**

**This is per debtor defendant and per attempt. In the Even a husband/wife are involved in the lawsuit, fee is \$60.00. If the debtor defendant(s) is not served the first attempt, it is an additional \$30.00 for each subsequent attempt.**

**Motion Fee-\$20.00 (to obtain judgement)**

**Notice of Hearing fee-\$20.00 (if balance is greater than \$10k, but have a hearing before a judgment is entered).**



## Proposal Submittal

## Tab. 3. Approach

**Methods of Achieving Collection Objectives**

Security Collection Agency utilizes its proprietary collections software to custom design a solution for the individual needs of its clients. We treat all debtors with dignity and have “zero” tolerance for debtor complaints. The **Implementation Process**, or transition, involves a consultative methodology where the personnel of Northwest Fire District and Security Collection Agency cooperate and coordinate their efforts in the common goal of maximum revenue recovery without patient complaint on an automated platform with minimal administrative burdens on the part of the Northwest Fire District.

In 1978, Security Collection Agency was a technology early adopter by becoming one of the first collection agencies in the country to be fully computer automated. Our success is attributed to our account flow process of four letters plus one credit bureau reporting letter and four telephone campaigns where no less than three actual conversations is required during each campaign.

Delinquent debtors due to bad address will be placed on credit report in a timeline acceptable to the Northwest Fire District. Security Collection Agency reports to the three major credit reporting agencies Experian, TransUnion and Equifax.

Our relationship with the City of Charlotte, where we performed revenue recovery efforts for their water utility accounts, was for Security Collection Agency Services to assist in their Debt Set-Off Program. Security Collection Agency is the only collection agency in North Carolina to be entrusted to coordinate debt Set-Off procedures with 5-Star Clearinghouse.

In addition to performing services to the City of Charlotte, our dedication to recovery service excellence can be verified by the favorable testimonials of other government and non-government clients namely Progress Energy (Fortune 500 Electric Utility Company NC, Charleston County EMS, EMS Management & Consultants to mention a few.

## Proposal Submittal

## Tab. 3. Approach

**TRANSITION PLAN**

The following timeline is an estimate. It anticipates the timely delivery of any data or programming modifications requested by Security Collection Agency

STEP	SCHEDULE OF EVENTS	TIME REQUIREMENT	PERSON/DEPARTMENT ASSIGNED
1	Project Meetings	2 Days	Senior Management Team
2	Review Process Work Standard	1 Day	Lucy McKellar
3	Discuss Transition Plan	1 Day	Director of Operations
4	Project Status Meeting	1 Day	Lucy McKellar
5	Request & Receive Test Files <ul style="list-style-type: none"> <li>• Placement Files</li> <li>• Payments Files</li> <li>• Removal of Account Files</li> <li>• Other Electronically Communicated Files</li> </ul>	2 Days	IT Department
6	Program Agency's System To Meet Client File Layouts	1 Day	IT Department
7	Process and Upload Test Files On Test System	1 Day	IT Department
8	Send Acknowledgement Files	1 Day	IT Department
9	Verify and Test Transmission	1 Day	IT Department
10	Meeting with Representatives for Project Progress Review	½ Day	Director of Operations
11	System Training Meeting	½ Day	IT Department
12	Final System Testing by Agency	1 Day	IT Department
	Total amount of Days for Transition	14 Days	

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

Proposal Submittal  
Tab. 3. Approach



## Debt Setoff

### Debt Set Off Process

Security Collection Agency has the capability and experience to assist our clients with Debt-Set off. If Security Collection Agency hired to handle, process and monitor the DSO process from inception to end, SCA offers the following:

Accounts that remain unpaid or without concrete payment arrangements within hundred and twenty (120) days from date of placement and with prior client approval will be assigned a unique identifier number.

Customized DSO thirty (30) day notice is mailed (additional fee).

Compiled file is sent for interfacing with Local Government Debt Setoff Clearinghouse.

Clearinghouse forwards the file to the State Department of Revenue.

The Department of Revenue (DOR) reduces the debtor's state income tax refund by the debt amount plus the Twenty-five (\$25.00) dollar DOR fee.

DOR returns monies collected to the Clearinghouse minus a \$25.00 fee.

Clearinghouse Reports:

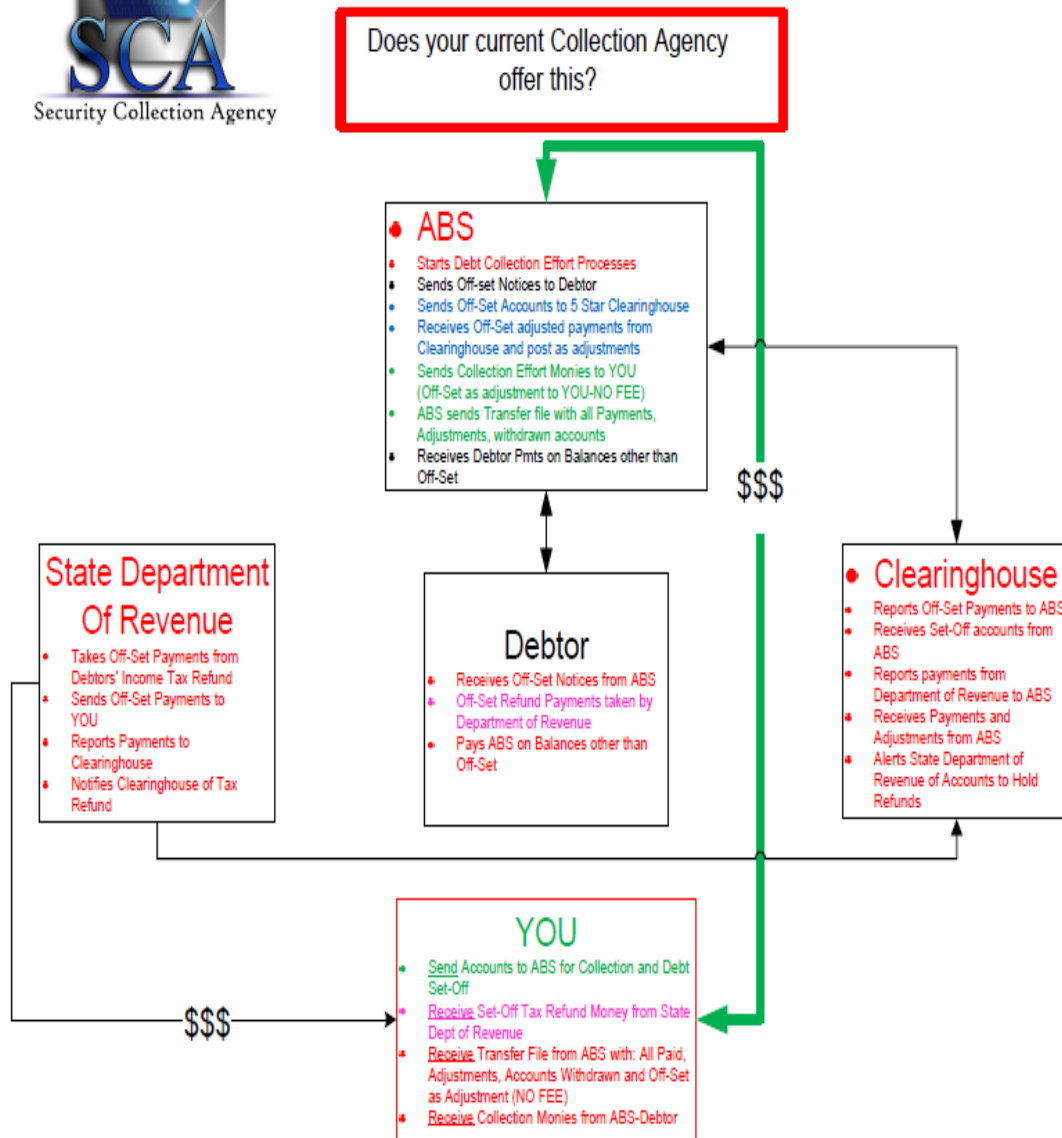
- Payments directly to the participant (Client)
- Notice of Adjustment report is sent to SCA

SCA updates account balance as an **adjustment**.

Detailed account activity is provided in our monthly package of reports.

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

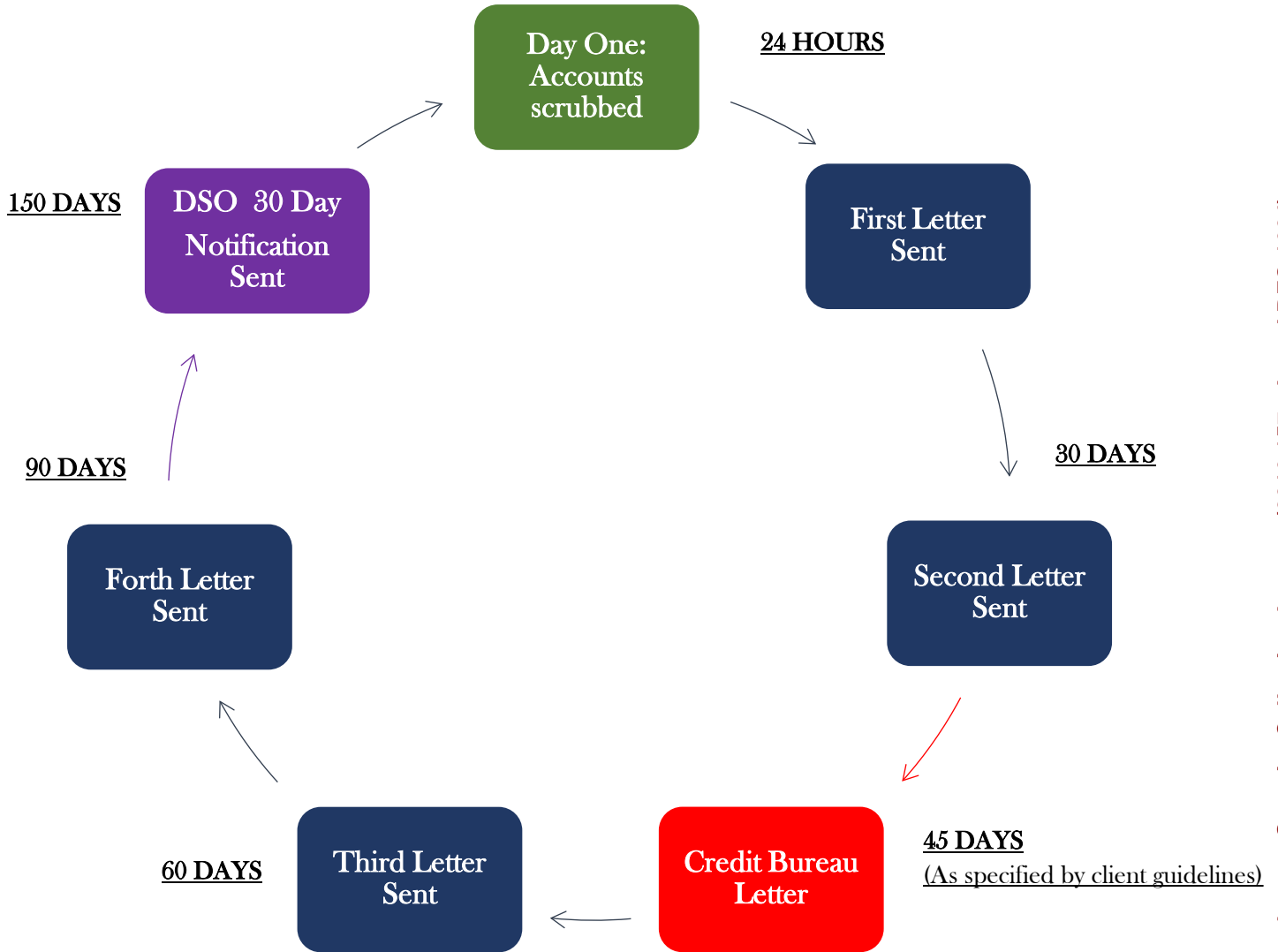
Proposal Submittal  
Tab. 3. Approach





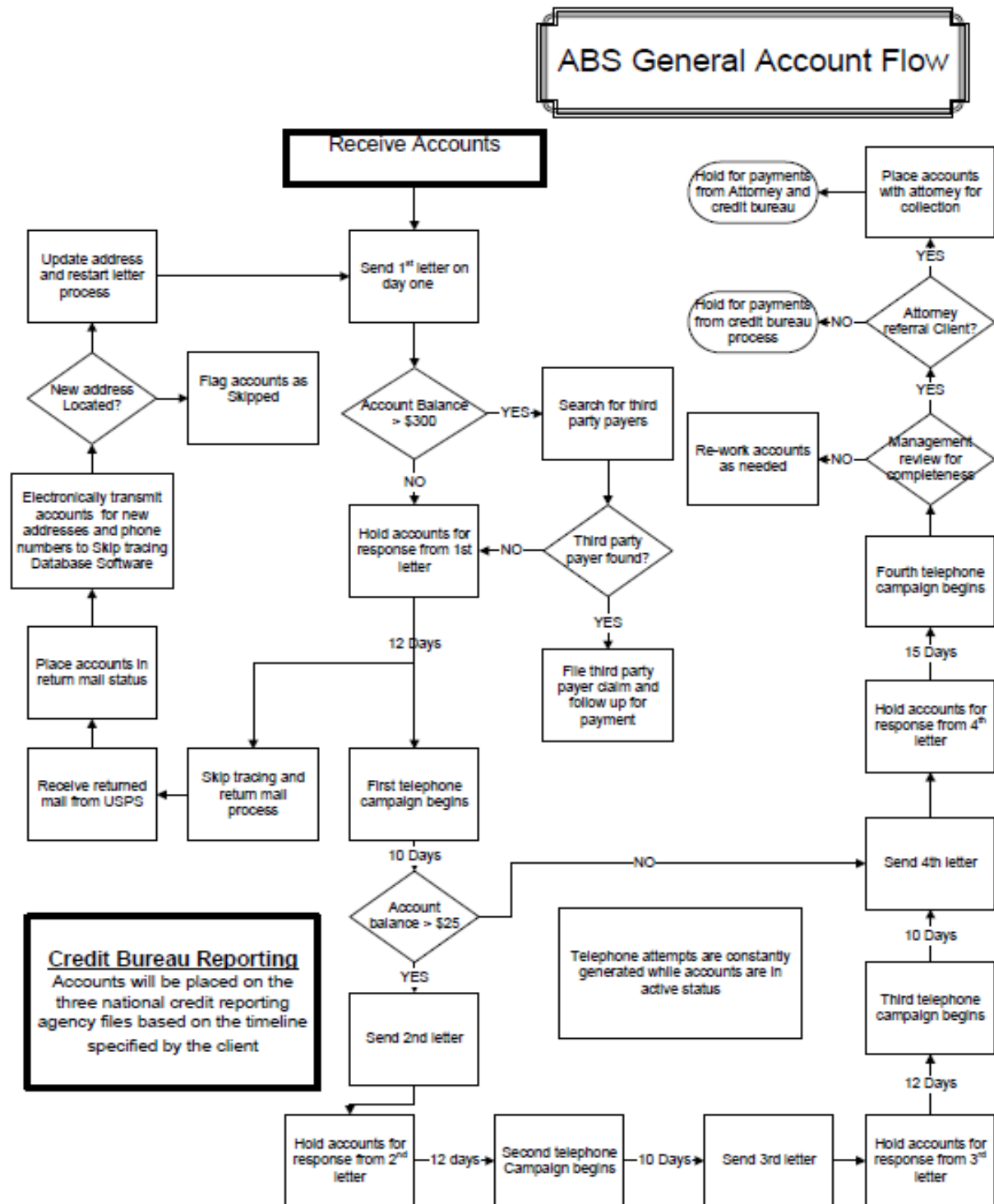
## ABS/SCA Collection/DSO Letter

### 180 Days Flow Chart

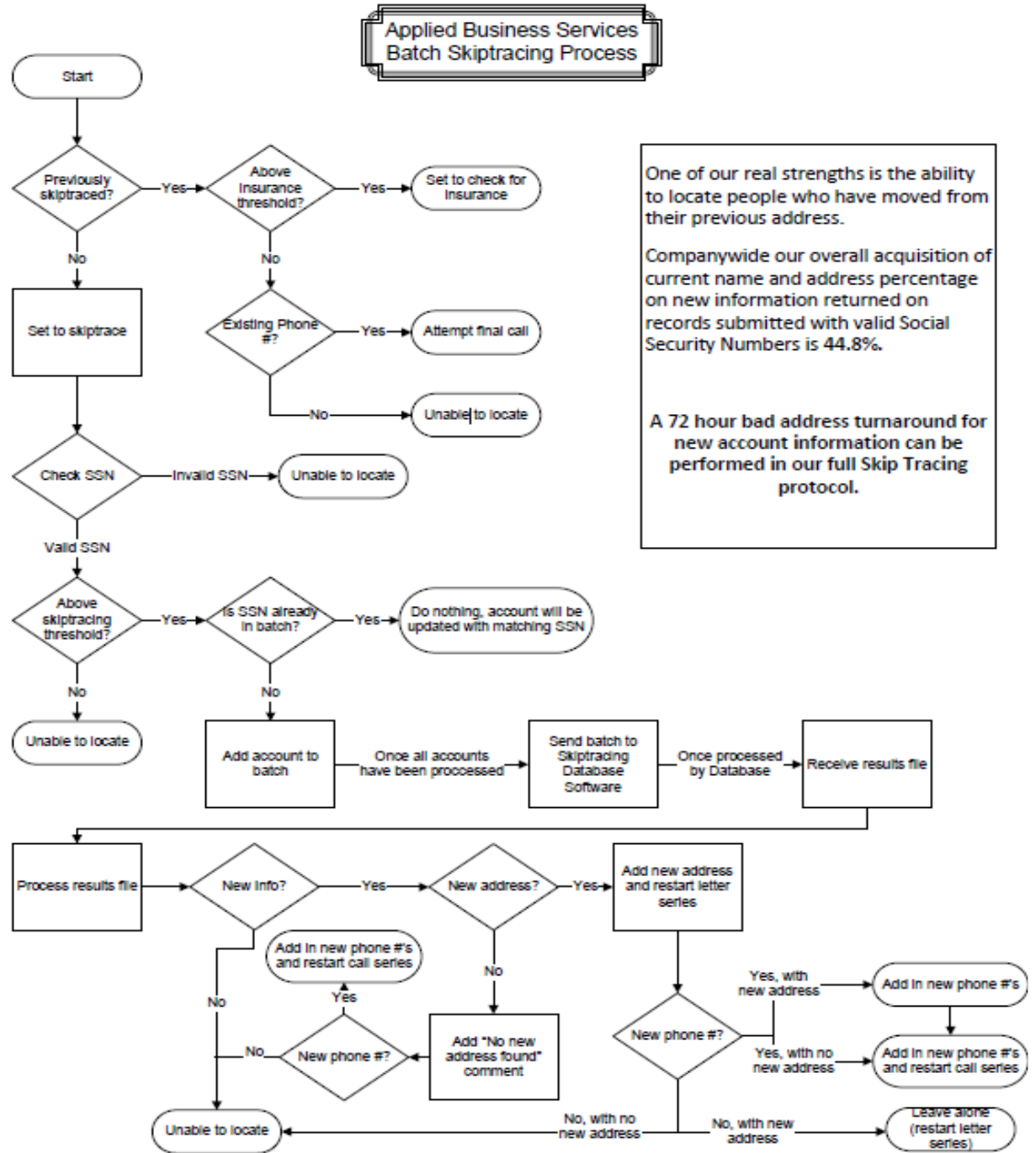


Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

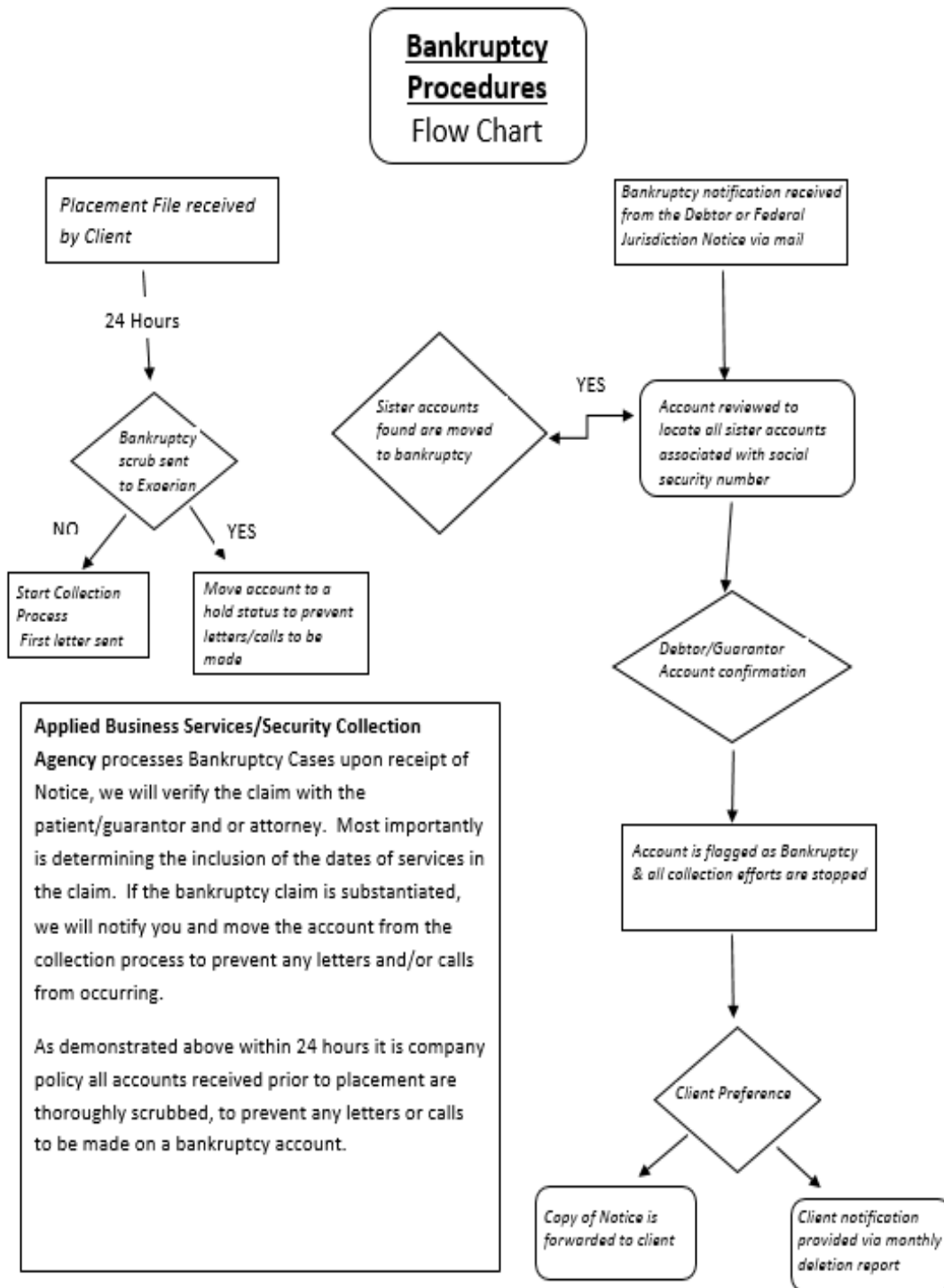
Proposal Submittal  
Tab. 3. Approach



Proposal Submittal  
Tab. 3. Approach



Proposal Submittal  
Tab. 3. Approach





Proposal Submittal  
Tab. 3. Approach



## **Insurance**

### **Third Party Payor Search**

Applied Business Services/Security Collection Agency provides a full range of insurance services limited only by our clients' requirements. We have the expertise to oversee and account from inception to completion.

Applied Business Services/Security Collection Agency has an **Insurance Process** which is performed in the following manner:

1. Accounts are entered into clients' system.
2. Accounts with a balance of three hundred dollars (\$300) or more, after placement are flagged as "large balance".
3. The insurance representative scrubs the account for possible coverage.

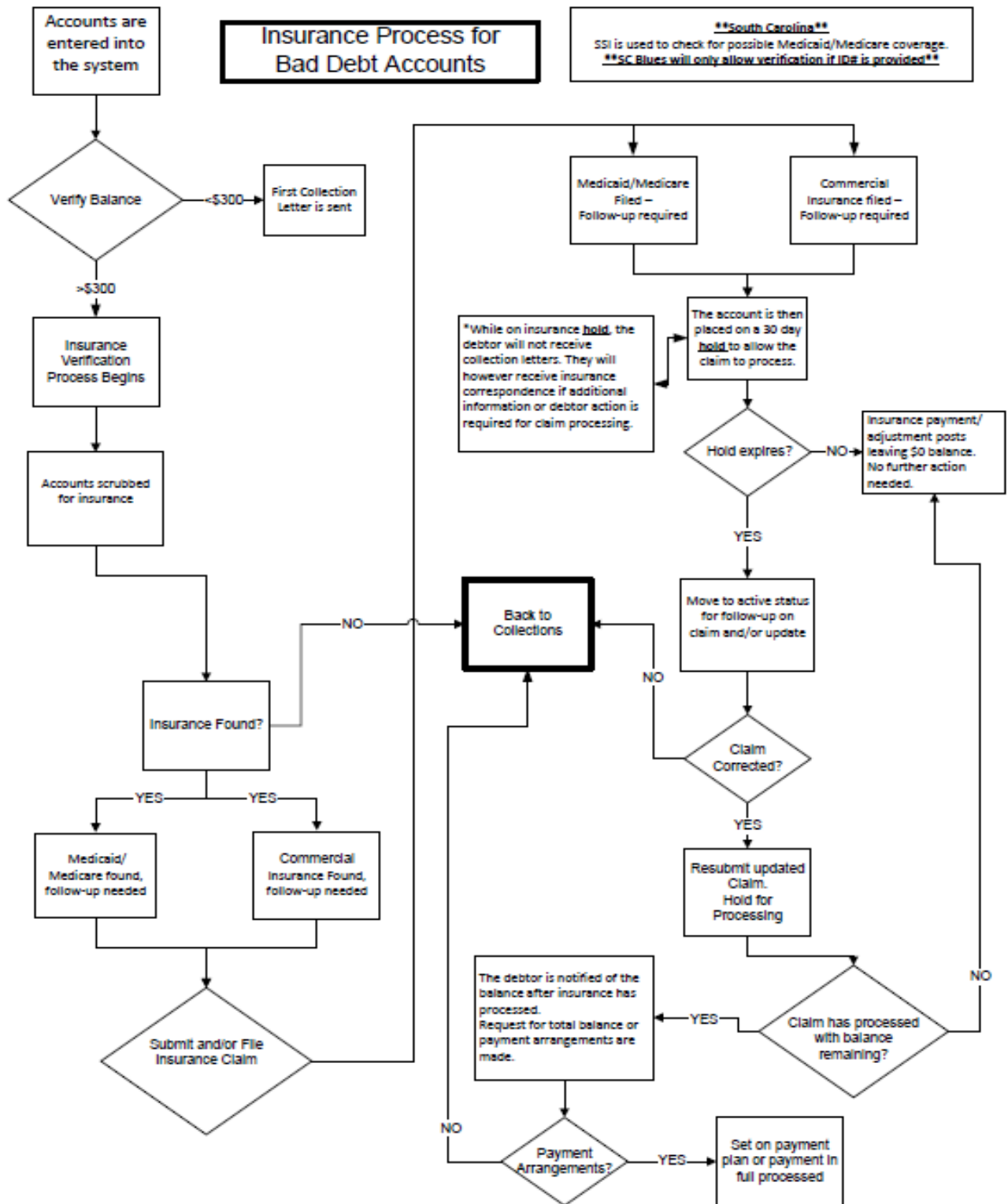
#### **Florida, Georgia, North Carolina, South Carolina & Virginia**

SSI is used to check for possible Medicaid/Medicare coverage.

Blue E is used to check for possible BCBS coverage.

Commercial Insurance provided by the debtor eligibility is verified by phone.

4. If active coverage is found, the account is moved to an Insurance hold and the insurance representative will process the verified insurance as requested by the client.
5. Based on client's preference insurance can be forward for client filing or dependent on client system access our representative may file the claim for the client.
6. The accounts is then placed on a thirty (30) day hold to allow the claim to process.
7. Claim resolution results in:
  - Pain in full accounts
  - Balance remaining after insurance has processed.
8. Insurance completion includes patient contact to solicit payment in full or payment arrangements for any outstanding balance remaining after insurance processing.



## Proposal Submittal

## Tab. 3. Approach

**Dispute Protocol on Collection Activity**

SCA answers all written communication from debtors and facilitates dispute resolution:

- Receive correspondence from Debtor
- Contact client to verify account information
- Forward correspondence to client for their review
- Wait for client response
- Receive client decision
- Relay client decision to debtor

SCA received monthly placements of \$30,000 +/-account per month and expanding. We have the automated technology to receive 100,000 +/-placements per month. Although SCA receives between \$200 & \$300 million in bad debt placements per year and is rapidly expanding, we offer customized attention to every client. We have a client services division of four representatives overseen by a Director. Their one task: to respond to our clients' needs.

At the Northwest Fire District current dollar value amount, SCA will enter and work these accounts with no difficulty whatsoever. Our dedication is 100% guarantee to client satisfaction can be verified by asking our current clients. Our company was among the first in the collection industry to create a client services division.

As mentioned, no "staffing up" will be necessary, if Security Collection Agency is chosen by Northwest Fire District.

Proposal Submittal  
Tab. 3. Approach



## Sample Reports

**Applied Business Services/Security Collection Agency** provides its clients with a monthly package of reports unmatched by its competitors.

### Reports Include:

#### Account Reconciliation Report:

This report is a listing of all accounts a client has with us that are in the active process of recovery. The report includes our assigned account number, debtor name (last name, first name middle initial format), client assigned account number, current account balance, date of placement with us, original placement balance, and our account status. The report is sorted in patient last name order and totaled. This report can be produced at any time needed.

#### Collection Report:

Listing of all balance transactions posted to a client's accounts during a selected accounting period. Listing is sorted in patient last name order and includes totaling of all applicable transaction columns. Information provided includes debtor name, client assigned account number, our assigned account number, date of the posting of balance transaction, transaction amount (paid to us/paid to client), applicable fee rate for payments, amount due to us, and amount due to client.

#### Deleted/Withdrawn Report:

This report is a listing of all accounts that were canceled and returned during the accounting period. The listing is sorted in debtor's last name order, Client/SCA number, and includes totaling of all applicable transaction columns. Number, date of account placement, date of removal or deletion, type of removal action (canceled and deleted withdrawn), balance placed, balance at removal date, a reason for removal and code (i.e., bankruptcy, deceased, skipped-unable to locate, uncollectable, etc.). This Report is produced at the client selected accounting closeout date and forwarded with the other accounting closeout reports.

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



## Proposal Submittal

## Tab. 3. Approach

**SCA Monthly Collection Report:**

This report is produced at the client's selected accounting closeout date and forwarded with other reports for the accounting period. Most of our clients have this report produced weekly or monthly.

**Applied Business Services, Inc/Security Collection Agency**

Debt incurred in name of:	Client Account Number	Agency Number	Date Paid	Received By Agency	Received By Client	Fee Rate	Amount Due Agency	Amount Due Client
Last, First	1111111	24182	12/07	40.44		24.0	9.71	30.73
Last, First	1111111	654756	12/10		600.30	24.0	144.07	456.23
Last, First	1111111	908616	12/12	20.00		24.0	4.80	15.20
Last, First	1111111	611282	12/14	10.00		24.0	2.40	7.60
Last, First	1111111	928823	12/23		10.00	24.0	2.40	7.60
Last, First	1111111	713352	12/16		20.00	24.0	4.80	15.20
Last, First	1111111	736491	12/30		65.00	24.0	15.60	49.40
Last, First	1111111	825257	12/16	10.00		24.0	2.40	7.60

**SCA Monthly Collection Analysis Report:**

Provides a twelve (12) month summary and last year comparison of the total amount collected based on number and dollar amount per Net Placements as well as a summary of total partial and paid in full amount collected.

SECURITY COLLECTION AGENCY COLLECTION ANALYSIS Report Sample							NET001
MONTH	NET PLACEMENTS		COLLECTIONS		PIF	RECOVERY PERCENTAGES	
	NO.	AMOUNT	% TO SCA	TOTAL		DOLLARS	PIF
SEPT	17915	2,024,050.00	69.8457	99,269.12	1531	4.905	8.5459
OCT	6601	728,675.85	59.0103	129,625.14	1913	17.789	28.9805
NOV	5068	511,594.83	57.8557	88,010.31	1301	17.203	25.6709
DEC	7426	1,053,453.09	65.9045	100,633.20	1459	9.553	19.6472
JAN	6141	417,594.68	55.1431	94,135.11	1388	22.542	22.6022
FEB	7625	918,679.00	55.0873	119,684.58	1563	13.028	20.4984
MAR	4239	451,908.40	63.0221	144,296.26	2155	31.930	50.8375
APR	6889	490,983.30	64.4313	134,702.25	1981	27.435	28.7560
MAY	6460	607,241.80	59.5254	101,041.47	1681	16.639	26.0217
JUNE	9237	185,620.09	36.7733	179,697.02	19856	96.809	100.0000
JULY	6320	1,718,712.50	57.2319	124,271.76	16862	100.000	100.0000
AUG	8202	1,078,801.81	51.1991	125,011.27	1610	11.588	19.6294
YEAR	92123	6,749,890.35		1,440,377.49	53300	21.3393	57.857
PRIOR	249037	26,159,528.03		2,521,190.42	39652	9.638	15.9221
TOTALS	341160	32,909,418.38		3,961,567.91	92952	12.0378	27.246
			PARTIAL PAYMENTS	1,103,845.70	7800		
			FORECAST	5,065,413.61	100752	15.3920	29.532

Proposal Submittal  
Tab. 3. Approach

### SCA Monthly Recovery by Placement Report:

Provides a summary of all money collected per placement. This report gives detailed information on number of placements and amount received per month/year, as well as amount collected up to the current month per placement, recovery rate by number and by amount.

SECURITY COLLECTION AGENCY RECOVERY BY PLACEMENT Report Sample										NET002
	NO.	PLACEMENTS AMOUNT	MADE #PIF	TO DATE	COLLECTIONS MADE ON PLACEMENTS #PIF THIS MONTH	ACCT	SAVG TO DATE	FEEES BY NO.	RECOVERY RATE BY AMT.	
AUGUST 2013	463	46798.89	160	13836.38		8.37	3874.19	34.56%	29.57%	
SEPTEMBER 2013	954	89100.93	292	24990.33	13.64	7.28	6997.29	30.61%	28.05%	
OCTOBER 2013	1055	94217.56	362	29064.04	64.46	7.66	8137.93	34.31%	30.85%	
NOVEMBER 2013	910	98117.66	327	31466.11	1 88.83	9.62	8810.51	35.93%	32.07%	
DECEMBER 2013	743	70574.63	273	21855.50	1 34.50	8.15	6119.54	36.74%	30.97%	
JANUARY 2014	604	71848.70	229	23989.75	1 17.33	11.08	6717.13	37.91%	33.39%	
FEBRUARY 2014	627	57896.80	244	20895.27	1 84.00	9.29	5850.68	38.92%	36.09%	
MARCH 2014	466	51273.69	199	21737.96	2 255.29	12.95	6086.63	42.70%	42.40%	
APRIL 2014	548	53091.87	220	19993.10		10.10	5598.07	40.15%	37.66%	
MAY 2014	368	28464.71	139	9919.63		7.43	2777.50	37.77%	34.85%	
JUNE 2014	874	103185.66	339	41066.77	3 233.01	13.07	11498.70	38.79%	39.80%	
JULY 2014	1106	89159.72	434	33243.59	5 272.07	8.35	9308.21	39.24%	37.29%	
AUGUST 2014	60	6932.02	18	1795.87		8.24	502.84	30.00%	25.91%	
SEPTEMBER 2014	783	86368.63	286	27784.43	3 139.91	9.90	7779.64	36.53%	32.17%	
OCTOBER 2014	600	58595.72	201	16819.67	4 523.55	7.77	4709.51	33.50%	28.70%	
NOVEMBER 2014	340	34491.98	146	12101.79	1 108.91	9.91	3388.50	42.94%	35.09%	
DECEMBER 2014	717	69860.21	221	18452.40	1 90.63	7.10	5166.67	30.82%	26.41%	
JANUARY 2015	775	72208.99	228	20227.27	1	7.24	5663.64	29.42%	28.01%	
FEBRUARY 2015	463	49812.39	161	16773.73		9.95	4696.64	34.77%	33.67%	
MARCH 2015	579	54516.21	198	16327.83	2 103.20	7.80	4571.79	34.20%	29.95%	
APRIL 2015	637	53313.37	188	14318.33	6 304.36	6.25	4009.13	29.51%	26.86%	
MAY 2015	822	71124.56	249	20014.32	7 587.73	6.78	5604.01	30.29%	28.14%	
JUNE 2015	597	54379.24	187	16018.87	3 285.16	7.46	4485.28	31.32%	29.46%	
JULY 2015	1076	93505.97	314	26286.79	10 923.13	6.80	7360.30	29.18%	28.11%	
AUGUST 2015	824	76670.31	257	24604.68	15 1260.14	8.19	6889.31	31.19%	32.09%	
SEPTEMBER 2015	578	56635.66	141	11331.01	12 709.79	5.47	3172.68	24.39%	20.01%	
OCTOBER 2015	958	81236.07	239	18809.15	26 2001.47	5.47	5266.56	24.95%	23.15%	
NOVEMBER 2015	1023	100924.03	230	21869.88	31 3311.15	5.95	6123.57	22.48%	21.67%	
DECEMBER 2015	893	85771.72	225	19563.41	49 4335.45	6.07	5477.75	25.20%	22.81%	
JANUARY 2016	778	94612.42	179	17914.43	78 8342.39	6.41	5016.04	23.01%	18.93%	
FEBRUARY 2016	1002	99976.45	135	11490.32	135 11490.32	3.20	3217.29	13.47%	11.49%	
TOTAL:	92810	10728801.26	24740	2393263.84	433 38637.73	7.14	670113.89	26.65%	22.30%	
*NOTE: COMPLETE CLIENT REPORT NOT PROVIDED FOR SAMPLE PURPOSES ONLY ACTUAL RECOVERY RATE FOR ACTIVE CLIENT (TOTAL= RECOVERY HISTORY SINCE 2002 NOT SHOWN)										

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

Proposal Submittal  
Tab. 3. Approach

**SCA Monthly Invoice:**

```

*****
*****      MONTHLY STATEMENT / INVOICE      *****
*****
*****      For MONTH, 2016                    *****
*****      SAMPLE INVOICE                    *****
*****
*****      SECURITY COLLECTION AGENCY          *****
*****      P.O. Box 910                      *****
*****      Edenton, NC                      *****
*****
*****      Client Name                      *****
*****      Attn:Client Contact              *****
*****      Client Address                   *****
*****      City, State & Zip Code           *****
*****
*****      Balance Forward                    *****      $ .00 *****
*****
*****      Outstanding Balance                *****      $ .00 *****
*****
*****      Collections This Month              *****
*****      At SCA                            *****      $ .00 *****
*****      Reported By Client                 *****      $ .00 *****
*****      -----                          *****
*****      Total Collections                   *****      $ .00 *****
*****
*****      Collection Fees                    *****      $ .00 *****
*****      Withdrawal Fees                   *****      $ .00 *****
*****      Finance Charges                    *****      $ .00 *****
*****      -----                          *****
*****      Total Fees                         *****      $ .00 *****
*****
*****      New Balance                        *****      $ .00 *****
*****
*****      *** Our Check Enclosed ***          *****      $ .00 *****
*****
*****      *****                          *****
*****      * This Is Your Only Invoice *        *****
*****      * Please Remit This Amount: *        *****
*****      * $ .00                        *        *****
*****      * TERMS: Net Due In Ten Days *        *****
*****      *****                          *****
*****
*****      Summary Of Activity And Outstanding Accounts. *****
*****      -----                          *****
*****      Number Of Accounts                *****      Dollar Value *****
*****      Previous                          *****
*****      Placements                        *****
*****      Reactivations                     *****
*****      ***** LESS *****              *****
*****      Deletions                         *****
*****      Withdrawals                       *****
*****      Collections                       *****
*****      Adjustments                       *****
*****
*****      TOTALS *****                    *****
*****
*****

```

\*Please note we can provide additional reports such as but not limited to Deletion Reports, Placement Verification Report, Active Account Summary, Monthly Collections/Payment Report, Adjustment Report, and Address Changes.

## Proposal Submittal

## Tab. 4. Statement of Qualifications



**Applied Business Services/Security Collection Agency**  
 Informational Security Policies for Protection of  
 Private Personal Information, Compliance & Identity Theft

**Compliance & Standards**

SCA/ABS complies with State and Federal laws concerning personal information security to include the Fair Debt Credit Practices Act, Fair Credit Reporting Act, Health Insurance Portability and Accountability Act, and the Sarbanes-Oxley Act, as well as following recommended procedural updates by the American Collectors Association International.

**Processes in place to ensure PCI Compliance for all credit cards/debit cards payment transactions**

SCA/ABS processes all credit card/debit card transactions through Payment Vision, Autoscribe, which is a PCI-DSS compliant service provider at Level one. Level one is the highest level of compliance—imposing the most stringent data security requirements upon service providers and payment gateway providers. Ongoing best practices at Payment Vision Autoscribe are enforced by quarterly network security scans and annual On-Site PCI Data Security Assessments performed by a third-party Qualified Security Assessor. The agency keeps the latest network firewalls and security access technology (latest update January 2016) including full compliance with the Payment Card Industry Security Standard Version 1.1 for card industry recommendations for credit card security.

**Overview of our firm's approach to Data Security**

SCA/ABS is the oldest licensed collection agency in North Carolina and was one of the first collections agencies in North Carolina to fully automate its operations. Data security has always been priority one here and it is because of this that we have never experienced a breach of confidential information.

Only agency-authorized individuals who have a signed Privacy and Security Pledge and who have a specific job related informational need have access to personal debtor information. The agency limits access and only allows access to debtor information needed to perform specific assigned employee tasks. All other information is blocked by security firewalls.

SCA/ABS core security environment utilizes a Window 2012 Active Directory domain structure. All users are required to change their password every sixty (60) days and shutdown their workstation every evening. SCA/ABS internal network is protected by a Sonicwall all in one security appliance that blocks malicious threats such as spyware, viruses and spam. Also, this security device has an intrusion prevention system that monitors all other incoming and outgoing threats. In addition SCA/ABS has a centrally managed Symantec Antivirus server that pushes out all virus definition updates to all workstations on the network. Real-time scanning and scheduled weekly scan are in place and tested frequently. SCA/ABS also utilizes Microsoft Cloud Based Exchange.



### **Private Personal Information & Identity Theft**

SCA/ABS will use debtor information only for permissible lawful purposes and will report any noted Client violations of restrictions to the Client. Only agency authorized individuals who have a signed Privacy and Security Pledge and who have a specific job related informational need will have access to personal debtor information. The agency limits access and only allows access to debtor information needed to perform specific assigned employee tasks. All other information is blocked by security firewalls. Our collection operations utilizes software developed completely in-house, using and IBM iSeries Power 720 server. Access to this system is password protected and once in the system there are many additional levels of security which restrict user to only the data they need to perform their job. Fully encrypted backups of the system are performed daily and are stored at a secure off site location.

Besides the various electronic security procedures in use, we also protect confidential client and debtor information in other ways:

- Access to the building is controlled by an electronic security system and employees are issued key fobs to use for access to the building.
- Employees are forbidden to bring cell phones inside the building to prevent their use in photographing or otherwise transmitting confidential information.
- Any paper documents which contain confidential information and are discarded are placed in locked containers inside the building and the contents of these containers are periodically shredded by a company which specializes in this.
- Documents which might contain confidential information in where the client chooses to opt-out from utilizing our FTP (File Transfer Protocol) a zipped file compression with password protection email will be used.
- At a client's request we can secure all documents sent to or from us using PGP encryption/decryption.
- Any files or documents transmitted between SCA/ABS and its clients which might contain confidential information are transmitted with the use of FTP (File Transfer Protocol), using a cloud-based and password-protected FTP host. This FTP connection uses FTP secure, which makes the connection even more secure by incorporating SSL encryption.

Finally, SCA/ABS pays continual close attention to its security procedures, policies, and devices. To best protect our network, client, and personal debtor data SCA/ABS ensures that all available security updates are maintained and new technology is utilized for all of our protection.

Applied Business Services/Security Collection Agency



## Proposal Submittal

## Tab. 4. Statement of Qualifications

**Insurance Coverage and Bonding**

Applied Business Services/Security Collection Agency is currently licensed in the states that have collection agency licensing requirements.

SCA's North Carolina license (Permit No. 89) was obtained through the Department of Insurance, the governmental entity responsible for the regulation of the collection industry within the state. North Carolina has a strict set of regulations to which collection agencies operating within state borders must abide. The state regulations are very similar to the Fair Debt Collection Practices Act (FDCPA - PL 95-109) and, also, include very detailed record keeping and recovered funds handling requirements.

SCA maintains thorough liability coverage in order to protect its clients from any liability arising from errors, omissions, or malpractice associated with its business practices. The limit of the liability is \$1,000,000.00 per claim.

In addition to the aforementioned liability policy, SCA, and all other collection agencies operating in the state, are required by the state of North Carolina to maintain a security bond to provide protection for any funds it recovers on behalf of its clients. SCA is currently bonded at the maximum level required by the state of North Carolina at \$75,000.00.

Any special or additional insurance needs will be addressed for Northwest Fire District if selected

Security Collection Agency is HIPAA compliant and further represents and warrants that the service it is providing hereunder shall fully comply with all requirements set forth in relevant law and regulations, including those pertinent to the Health Insurance Portability and Accountability Act (HIPAA).

Security Collection Agency will sign a Business Associate Agreement with Northwest Fire District.

## Proposal Submittal

## Tab. 4. Statement of Qualifications



***Ability to send and receive data using numerous methods. (See methods of transmittal)***

### **Applied Business Services/Security Collection Agency**

has the following technologies regarding its collection services, security and back-up processes:

#### **Our Technologies: Part I**

Capabilities: **Quality Assurance Audit Results on request**

- **SFTP-Secured File Transfer Protocol & FTPS-File Transfer Protocol over SSL through HostedFTP.com.**
- **Customizable Proprietary Software- Status driven & automated account flow.**
- **Automated Report Acknowledgement.**
- **IBM i-Series Servers with Windows Network Environment-Back-up Server.**
- **Dell OptiPlex PC's with Battery Back-ups.**
- **Nortel 400 Phone System – migrating to VOIP.**
- **Onvisource Voice recording System.**
- **Full Building Back-up Generator for any power outages**
- **Hosted TCN Predictive and Preview Dialer-Call Center fully loaded nightly with time zone calling. Cell Phone Scrubbing.**
- **Auto scribe/Payment Vision-payment card Industry (PCI Certified Gateway): Ability to receive payments (all credit cards & ACH payments) through our website by phone**
- **Client access to accounts via Secure Web Portal (HTTP) with ability to generate customized reports.**
- **TLO/Experian-Skip Tracing for correct addresses and phone numbers with 24 hour turnaround.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Proposal Submittal

## Tab. 4. Statement of Qualifications



**Applied Business Services/Security Collection Agency** has the following technologies regarding its collection service security and back-up processes:

**Our Technologies Part II:**

**Back-Up Procedures/Tested Monthly**

**Collection Management Software back-up for IBM i-Series Servers:**

- Daily Full System tape back-up stored in secure off-site location.
- Monthly tape back-up stored in secure off-site location.
- Daily redundant back-up via the internet to 2 redundant secure hosted servers for 24 hour restore-Vault 4
- Physical Fail-over IBM i-Series Server for Business Continuity & Disaster recovery.

**File Server Back-Up:**

- Daily back-up tape stored in secure off-site location.

**Email:**

- Email data back-up via secure hosted server via the Internet.
- Battery pack back-up on all PC's and Servers.

**Back-up procedures to full production takes 30 to 45 minutes.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Proposal Submittal

## Tab. 4. Statement of Qualifications

**Applied Business Services/Security Collection Agency****Our Technologies: Part III****Data Security:**

- FTP-File Transfer Protocol with PGP Encryption on our own FTP Server as well as FTP back-up provider Worldwide.
- FTPS –Port 21 SSL (Secure Socket Layer) 265 bit encryption.  
PCP Encryption
- Email –password WinZip.
- DMZ –Sonic Firewall.
- ABS currently utilizes the program GoAnywhere Director from Linoma Software. It Streamlines, secures and automates data transfers through a browser interface. It secures transmissions with open PGP, SSL, SSH and Zip with AES. This allows us to fully automate and schedule our FTP transfers as well as automate our file encryption/decryption using PGP and password-protected ZIP files. For security, GoAnywhere connects via FTPS and SFTP along with the standard FTP protocols. When the transfer/encryption/decryption completes, GoAnywhere Services allows trading partners to securely download/upload files with you. No proprietary software is needed and includes event triggers. GoAnywhere also sends out confirmation emails over a secure SSL email connection. All of the tasks are done with a full audit trail as well.
- Business Continuity & Disaster Recovery tested semi-annually

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Proposal Submittal

## Tab. 4. Statement of Qualifications

**Applied Business Services/Security Collection Agency** has the following technologies regarding its collection services, security and back-up processes:

**Our Technologies Part IV:**

**Data Security**

- Compliance with: HIPPA; Graham-Leach Law: Red Flag Rules; FCRA; FDCPA.
- Shredding-paper.
- Data retention and disposal policy.
- Facility Access: fob and only to authorized personnel and during authorized hours.
- Network restriction to system by job function.
- Password protection.
- Locked file cabinets.
- Identity Theft Policy Procedures.
- Collection telephone associates have no paper or writing utensils at their work stations.

**Copies of our Credit Bureau Reporting, Red Flag Rules and Identity theft policies are available upon request.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)





## Proposal Submittal

## Tab. 4. Statement of Qualifications



**We will furnish within 7 Business days after month end, using a report approved by you, a monthly accounting as of the last day of the previous month, showing for each and every delinquent account for which money was collected during that month.**

**Applied Business Services/Security Collection Agency**

As part of our robust technical infrastructure we are able to send and receive information in the following ways:

**Input and Output Delivery Methods:**

- FTP- File Transfer Protocol.  
  
We have our own FTP server as well as a hosted backup FTP provider.
- FTPS - Port 21 SSL (Secure Socket Layer) 256 bit encryption PGP encryption is available.
- Data file attached to Email (Internet)-WinZip Hosted Email server ISP.
- VPN-Virtual Private Network.
- Various Speed Modems (PC dial up).
- Bisynchronous/Asynchronous Communications
- Website data transfers.
- Tape.

**Input and Output Formats:**

- Excel
- Access
- Fixed Text
- Tab Delimited Text
- Pipe Delimited Text
- Comma Delimited Text
- Other Delimited Text
- PDF

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Proposal Submittal

## Tab. 4. Statement of Qualifications



**Applied Business Services/Security Collection Agency** provides all clients twenty-four/seven (24/7) access to their accounts, as well as real time data and a variety of reports.

**Reports Available**

**Account Inquiry:**

Inquiry on Individual Accounts to include:  
 Summary of Letters sent  
 Total Payments received  
 Actual conversation notes between Collector and Patient

**Client Statistics:**

Displays Current Month's Statistics

**Collection Analysis:**

Twelve (12) month history report

**Recovery by Placement Report:**

Full history report from date of first placement

**Active Accounts:**

List of all active accounts

**Removed Accounts:**

Lists accounts removed in a given date range

**Monthly Collections:**

Summary of payments received in a given date range

**Placement Verification:**

Placement summary/confirmation report for a given date range. Also allows to see all accounts sent by date as well as their current status in the collection process.

## Proposal Submittal

## Tab. 4. Statement of Qualifications

**APPROACH:****ELECTRONIC DATA EXCHANGES**

The ability to develop, automate and consistently deliver reliable electronic service is only exceeded by our early adopter philosophy harmonized with our computer hardware.

**ACCOUNTS RECEIVABLE COMPUTER SYSTEMS**

Applied Business Services utilizes its own proprietary collection software, designed and supported by the company's founder and President Alfonso Cox, and a team of programmers and IT specialists. Every step in the collection of our clients' accounts is controlled by our automated collection software.

All accounts are stacked by the software eliminating human decision making and the errors that can occur with it. All accounts are stacked in order of priority.

1. Broken Promises
2. Late or Missed Partial Payments
3. New Located Phone Numbers
4. New Placements and lastly
5. Additional Calls on Previously attempted calls

Organizations are guaranteed that Applied Business Services has the systems and support in place to meet or exceed all requirements, of that of having an office in Arizona. Our system emails our programmers and IT personal with updates and advisories 24/7.

Voice over Internet Phone is an all in one platform for converged business communication. Our customizable cloud-based predictive dialer provides a blended working environment where telephone specialists are actively working outbound calls while simultaneously responding to inbound calls. This maximizes dialer performance and increases telephone collection recovery efforts.

## Proposal Submittal

## Tab. 4. Statement of Qualifications

**Payment Processing Procedures and Control Mechanisms**

Security Collection Agency has set up payment processing procedures and control mechanisms to synergize with our automated computer software applications that run each day to assure the integrity of account and balance data.

The procedures of cash handling and payment processing are meticulously produced by these applications and are utilized by our data processing department to balance:

- Cash payments made in person
- Cash payments by mail
- Credit Card payments
- ACH payments
- Mailed Checks
- Mailed credit card payments
- Manual Direct payments and adjustments
- Electronic payments and adjustments
- Manual procedures are accomplished within strict protocols, monitored processing supervisors.

**\*\*All client funds are held in our trust account until dispersed to you\*\***

## Proposal Submittal

## Tab. 4. Statement of Qualifications

**DEBTOR PAYMENT PORTAL**

Security Collection Agency offers the patients of the Northwest Fire District the option of making payments electronically thru the web. See below payment processing instructions:

[www.abs-sca.com](http://www.abs-sca.com)



**Large Enough to Compete.  
Small Enough to Care.**

HOME ABOUT TECHNOLOGY SERVICES CLIENT SERVICES CAREERS CONTACT

## Welcome to Security Collection Agency!

**Security Collection Agency (SCA)** is the trade name for Applied Business Services, Incorporated (ABS), a corporation which was established in 1974 to provide collection services for the North Carolina business community. Since then, SCA (and ABS) has grown to be one of the largest, most well-respected collection agencies in the Southeast, as well as being one of the first in the collection industry to fully computerize its asset recovery systems.

Security Collection Agency provides custom-designed collection services with the flexibility that allows you to choose the range of services that best matches your collection philosophy and generates the most revenue for your bottom line.

SCA will spare no effort to protect its client's reputation. It understands that collection of delinquent accounts is a very sensitive issue and can impact the image of a company in its community. A company's reputation among those that it serves must be held in high regard. SCA's collection practices fall well within the bounds of high moral and ethical business behavior, and serves to protect our clients' reputations.



### Quick Links

[Client Portal](#)  
[Pay Online](#)  
[Downloads Page](#)  
[ACA International](#)  
[Hosted FTP](#)  
[SCA Newsletter](#)  
[ACH/Debit Authorization](#)

### Contact

Office (252) 482-7666  
 Fax (252) 482-7667  
 Toll-Free (800) 777-4433  
 Email [info@abs-sca.com](mailto:info@abs-sca.com)





Automatic Response:

## Applied Business Services, Inc.

Thank you for visiting our ABS online payment page. You will be automatically redirected to a dedicated secure payment site. ABS is not responsible for content that appears beyond leaving [www.abspayonline.com](http://www.abspayonline.com)

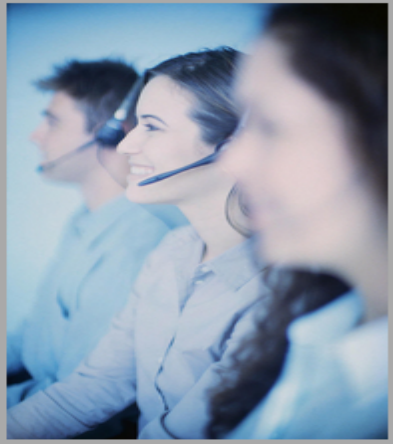
If you are not automatically redirected after 15 seconds...please click the link below. Thank you.

<https://www.payontheweb.com/payweb/Login.aspx?PCode=ABS>

**This is a communication from a debt collector, and is an attempt to collect a debt. Any information obtained will be used for that purpose only.**

**If your check is returned for any reason you may be charged a \$25.00 return check fee.**

Copyright © 2014 Applied Business Services, Inc. All Rights Reserved.


Step 2

## Applied Business Services, Inc.

### Welcome to Applied Business Services Payment Website

To make a payment, please enter your SCA Account Number and your zip code as they appear on your statement

For assistance with your account, please call 1-800-849-7152 between M-F 8am to 7pm (closed Sat. and Sun.)

### Charges will appear on your statement as Applied Business Services, Inc

Payments may also be mailed to: Applied Business Services Inc. PO Box 910 Edenton NC 27932. Please include your account number and the payment portion of your statement with your payment.

If your check is returned for any reason you may be charged a \$25.00 return check fee.

This is a communication from a debt collector, and is an attempt to collect a debt. Any information obtained will be used for that purpose only.

Account #:

Zip Code:

[Sign In](#)

## Proposal Submittal

## Tab. 5. APPENDIX I: Price Sheet

RFQ# 1604

APPENDIX I: PRICE SHEETOFFEROR'S NAME: Applied Business Services/Security Collection Agency

Contractor shall indicate all options for payment available to the District below. Fees must include all expenses necessary to effectively conduct and complete the services outlined herein. The prices stated below must include all necessary costs including, but not limited to, hourly labor rate, materials, overhead, administrative charges, taxes, profit, insurance, estimated travel expenses and any other applicable expenses.

Contractor shall be paid 24 % of amount collected pursuant to performance of service under this contract.

Please list any additional fees and/or charges applicable to the requested services.

Applied Business Services/Security Collection Agency's offer if 24% is all inclusive for First Placements.

"Seconds" (Accounts being transferred from previous collection agency) , if applicable: 35%

Legal Accounts (if applicable): 34%

Travel and lodging included in our proposed fee of 24% .

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END OF APPENDIX I

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

## Proposal Submittal

Tab. 6. APPENDIX II: Minimum Qualification Verification Form

RFQ# 1604

**APPENDIX II: MINIMUM QUALIFICATIONS VERIFICATION FORM****OFFEROR'S NAME:** Applied Business Services/Security Collection Agency

Proposals not meeting the minimum qualifications will be deemed *NON RESPONSIVE* and will not be considered for further evaluation.

If defined in this solicitation, provide documented and verifiable evidence that your firm satisfies the Minimum Requirements, and indicate what/if attachments are submitted.

ITEM NO.	MINIMUM QUALIFICATIONS	COMPLIANCE YES/NO (SELECT ONE)	DOCUMENT TITLE AND NUMBER OF PAGES SUBMITTED FOR EACH DOCUMENT
1	Minimum qualifications of the offeror's company	Yes/No	Past & Present Experience-6 pages
2	Minimum qualifications of the proposed key personnel	Yes/No	SCA Organizational Chart/ Resumes- 8 pages.
3	Provide copies of license, certifications, accreditation, etc.	Yes/No	Certificate of Existence & Certificate of Membership- 2 pages
4	Additional MQ if any.	Yes/No	Capabilities & Experience, Quality Assurance & Disaster Preparedness- 5 pages

Submitted by (Printed Name and Title): Lucy A. McKellar Director of Business Development Initial: LM Date: 8/12/16

**END OF APPENDIX II**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Proposal Submittal

## Tab. 6. APPENDIX II: Minimum Qualification Verification Form

## Item No. 1: Minimum qualifications of the offeror's company:

**Applied Business Services/Security Collection Agency (ABS/SCA)**

the experience to work together with Northwest Fire District. ABS/SCA work procedures mandate that personnel in all projects flexible. We have multiple staffing groups that are separated for function but not as to ultimate goals. These include: Data Process Skip Tracing, Collections, Insurance/Third Party Monitoring, Billing Mailing Services, Early-out Collections, Information Technology, Client Services and Client Relations/Business Development.

**Collection Qualifications:**

ABS/SCA for the past forty-two (42) years has collected a variety of Government/County facilities to range from Utilities, Tax Collection and Healthcare related accounts to include hospitals, physician groups, Emergency Medical Services (EMS), educational institutions and more. **What makes us qualified to handle Northwest Fire District?** Facts speak louder than word; the following pages, provide **FACTS, complete transparency** on select projects, client's, final recovery percentages on two specific projects handled by SCA's Team. Our list of EMS represented by SCA is unprecedented to other Collection Agencies.

*Understanding your unique relationship in your communities is essential to successfully protect your patients, your reputation, your political standing and at the same time maximize your much needed monetary requirements.*

**We currently serve 44% of the counties in North Carolina, 48% of the counties in South Carolina and currently represent eighteen (18) States.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



## Past & Present Experience - Referral Statistics

### EMS Management and Consultants

**Contract Date:** September 01, 2008

**Contact:** Rhianna Bright

Address: P.O. Box 863, Lewisville, NC 27023

Phone: 336-397-3752

Rhianna.bright@emsbilling.com

**Type of Services:** Charges are for but not limited to Emergency ambulance services, treatment with no transport, medical supplies and or equipment.

**Size:** SCA services over sixty-eight (68) Emergency Medical Services, Fire Departments & Rescue with offices throughout the country, from Texas, Alabama, South Carolina, North Carolina, Atlanta, Georgia, Florida, Tennessee and many others.

**Scope:** Number of placements from December 2012-2015 equals to 296,076. Total amount of dollars placed equals to \$138,090,246.39 (December 2015 SCA Report).

### Forsyth County Emergency Services

**Contract Date:** January 1, 2010

**Contact:** Jerilyne Mills

Address: 911 E. 15<sup>th</sup> Street, Winston-Salem, NC 27103

Phone: 336-703-2745

**Type of Service:** Emergency medical services including non-emergency and critical care transport to the citizens and visitors of Forsyth County Georgia and North Carolina.

**Size:** Forsyth County EMS currently have 6 emergency ambulances stations which provide services to a population of approximately 360,678 with an estimated growth for 2019 of 375,506 (December 2015 Access NC report).

**Scope:** Number of placements from December 2012 –2015 for bad debt recovery equals to 31,607. Total amount of dollars placed thus far \$15,352,268.42.





## Past Experience - Referral Statistics

### Greenville County EMS, SC

**Contract Date:** July 7, 2010

**Contact:** Sally Clark

Address: 301 University Ridge, Suite 1100, Greenville SC 29601

Phone#: 864-467-5628

**Type of Service:** Emergency medical services including non-emergency and critical care transport to the citizens and visitors of Greenville, South Carolina.

**Size:** Greenville County EMS provide services to an estimated population of 321,418,820 (US Census December 2015).

**Scope:** Number of placements since December 2012 to the present for bad debt recovery equals to 68,880. Total amount of dollars placed since December 2012 to the present \$31,060,273.76.

### EMS/M&C/Charleston County, SC

**Contract Date:** September 4, 2008

**Contact:** Christine Durant

Address: 1485 Folly Rd., Charleston, SC 29412

Phone#: 843-529-9567

**Type of Service:** Emergency medical services including non-emergency and critical care transport to the citizens and visitors of Charleston, Beaufort, Roper, Bon Secour & Mount Pleasant, SC area.

**Size:** Charleston County EMS provide services to the Beaufort, Charleston, Roper and Mount Pleasant 2015 projected population of approximately 375K (SC Demographics, April 2014).

**Scope:** Number of placements since December 2012 to the present for bad debt recovery equals to 56,061. Total amount of dollars placed since December 2012 to the present \$21,835,149.00.

## DETAILS OF EXPERIENCE WITH SIMILAR PROJECTS

Security Collection Agency has been providing collection and A/R administrative services for forty-two (42) years. We have over three hundred plus (300+) clients nationwide and referencing all of them would increase the size of this proposal impractically. We have provided four (4) current projects as our references to make evident we have the collection experience Northwest Fire District is looking for.

Security Collection Agency currently performs the following collection and administrative A/R services for our clients, but not limited to:

- Non-Legal Credit Bureau five (5) letter series (four (4) letters with one (1) Credit Bureau reporting letter).
- Four (4) separate telephone campaigns (one (1) for each letter sent with a minimum of three (3) actual conversations with debtor. Evening calls, if no response is received during normal hours, SCA's collection hours are from 8am-7pm, "no answer" calls will be moved to an evening campaign.
- Twenty plus (20+) Situational letters sent depending on debtor response.
- Skip Tracing Waterfall for updated contact information-return legally permissible information to client.
- Ongoing 24/7 search for new contact information database and processes.
- Third Party Payor scrub for Medicare, Medicaid and Commercial Insurance.
- Reports: Active Account/Reconciliation Report; Collection Report; Accounts removed or Deleted Report; Account Placement Verification; Recovery by Placement Analysis Reports; Collection Analysis-Customize reports available upon request.
- 24/7 Client Access Portal on Security Collection Agency website is made available to every client.
- Credit Bureau Reporting
- Administrative Employees
- Extended Business Office
- Early-Out Service
- Statement Mailing.

***"I have worked with Security Collection Agency for many years now. Throughout this time I had only to sit back and wait for the check to come in. During my time as EMS Director I never received a patient complaint!"***

***Charleston County EMS, South Carolina***

***NAEMT Past President- Don Lundy 843-991-0562***

Applied Business Services/Security Collection Agency represents over seventy-eight (78) EMS entities, each with their own distinct demographics. Companywide, our success rate for EMS Collections in Alabama, Florida, Georgia, North Carolina, South Carolina, Texas, Utah, Virginia and West Virginia on average ranges between fourteen percent (14%)-(32%) thirty-two percent.

Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

**Applied Business Services/Security Collection Agency current EMS clients:**

EMS Client#	Squad Name	Location	Contract Date
0823	Abbeville EMS	Gaffney, SC	11/04/2014
0611	Abbeville Fire & Rescue	Alabama	03/13/2012
0287	Ameratech	Wilmington, NC	10/22/2002
0672	Ashford Ambulance & Rescue	Ashford, Alabama	03/13/2012
0641	Beaufort County	Beaufort, SC	09/01/2011
0288	Benson Rescue Squad	Benson, NC	10/22/2002
0721	Brantley Fire & Rescue	Brantley, GA	04/05/2013
0831	Broad Creek	Washington, NC	03/05/2015
0845	Cabarrus County	Concord, NC	07/15/2015
0782	Calabash Volunteer EMS	Calabash, NC	05/07/2014
0649	Calhoun County	Calhoun, GA	03/13/2012
0286	Charleston County	Charleston, SC	09/04/2008
0607	Cherokee Emergency Medical Services	Cherokee, AL	03/13/2012
0684	Chowan County EMS	Edenton, NC	07/06/2012
0803	City of Albertville	Albertville, AL	07/14/2014
0729	City of Boaz	Boaz, AL	06/04/2013
0670	City of Hapeville Fire Department	Hapeville, GA	03/13/2012
0755	City of Myrtle Beach	Myrtle Beach, SC	11/14/2013
0592	City of Ozark	Ozark, AL	03/23/2011
0610	City of Slocomb	Slocomb, AL	03/13/2012
0760	City of Valley	Valley, AL	01/09/2014
0896	City of West Park	West Park, FL	02/26/2016
0706	Clay County	Clay, GA	09/17/2012
0938	Clay County Rescue	Lineville, AL	08/12/2016
0612	Clayton Fire & Rescue	Clayton, AL	03/13/2012
0276	Clayton Rescue Squad	Clayton, NC	10/22/2002
0705	Clio Rescue	Pike County, AL	09/17/2012
0786	Colorado County	Columbus, TX	06/03/2014
0668	Comm. Roads & Rev. Taylor	Taylor County, GA	03/13/2012
0757	Copperas Cove Fire Dept.	Copperas Cove, TX	11/22/2013
0713	Crockett County	Crockett County, TX	10/29/2012
0818	Care First Medical Transport	Greenville, NC	10/01/2014

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

42 Years of Experience

Financially Stable

FDCPA Compliant

ACA Certified

## Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

0701	Dare County	Dare County, NC	08/10/2012
0726	Delta Response Team	Appomattox, VA	05/16/2013
0291	Fifty Two Ten Rescue Squad	Pleasant Grove, NC	10/22/2002
0632	Floralia Rescue Squad	Floralia, AL	03/13/2012
0639	Fork Rescue Squad	Townville, SC	08/17/2011
0491	Forsyth County	Forsyth County, NC	01/01/2010
0290	Four Oaks Rescue	Four Oaks, NC	10/22/2002
0655	Gates County EMS	Gates, NC	01/09/2012
0640	Granville	Oxford, NC	08/31/2011
0523	Greenville County	Greenville Co., SC	07/07/2010
0581	Greenwood County	Greenwood Co., SC	12/29/2010
0785	GHS Mobile Care	Greenville, SC	05/28/2014
0914	Havelock Fire & Rescue	Havelock, NC	06/22/2016
0824	Iva Rescue Squad	Gaffney, SC	01/09/2015
0913	Jacksonville Fire & Rescue	Jacksonville, FL	05/04/2016
0671	Johnson County	Johnson Co., GA	03/13/2012
0438	Johnston County	Johnston Co., NC	04/01/2009
0277	Kenly Rescue Squad	Kenly, NC	10/22/2002
0870	Kershaw County	Lugoff, SC	10/20/2015
0820	Leicester Volunteer Fire Dept.	Leicester, NC	10/02/2014
0827	Lifeline Ambulance	Lugoff, SC	01/06/2015
0633	Lincoln Fire & Rescue	Lincoln, AL	03/13/2012
0646	Marion County	Buena Vista, GA	03/13/2012
0635	Meriwether County	Meriwether, GA	03/13/2012
0278	Micro Rescue Squad	Johnston, NC	10/22/2002
0740	Mobile Care Ambulance	Greenville, SC	07/30/2013
0350	North Johnston	Kenly, NC	01/18/2005
0867	Palm Beach Fire	West Palm Beach, FL	10/13/2015
0584	Pasquotank EMS	Elizabeth City, NC	01/14/2011
0748	Pattonville Fire	Bridgeton, MI	08/13/2013
0709	Perquimans County	Perquimans Co., NC	10/11/2012
0647	Piedmont Rescue Squad	Piedmont, AL	03/13/2012
0329	Princeton Rescue Squad	Princeton, WV	10/14/2003
0927	Reva, Incorporated	Ft. Lauderdale, FL	07/19/2016
0545	Rockingham County	Rockingham, NC	08/25/2010
0724	Rutherford Lifesaving	Forest City, NC	05/16/2013
0328	Selma Rescue Squad	Selma, NC	10/14/2003

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

0490	Shelby Rescue Squad	Shelby, NC	01/01/2010
0774	Skyland Fire & Rescue	Skyland, NC	03/31/2014
0280	Smithfield Rescue	Smithfield, NC	10/22/2002
0778	South Ogden Fire Dept.	South Ogden, UT	04/25/2014
0648	Still Waters Fire Dept.	Dadeville, AL	03/13/2012
0879	Tabor City	Tabor City, NC	12/2/2015
0663	Talbot County	Talbot Co., GA	03/13/2012
0869	Thorne Ambulance	Laurens, SC	10/15/2015
0984	Wakulla County BOCC	Crawfordville, FL	08/01/2016
0575	Washington County	Washington, NC	12/20/2010
0815	Washington County	West Brenham, TX	01/09/2015
0926	West County EMS & Fire	Manchester, MO	07/08/2016
0543	Williamston County	Williamston, SC	07/29/2010
0912	Vance County	Henderson, NC	07/01/2016

### **EMS Collection Experience**

***With over sixteen (16) years working with Emergency Medical Services, Fire/Rescue Departments and Ambulances, Applied Business Services/Security Collection Agency (ABS/SCA) understands that the collection of EMS delinquent accounts is a sensitive issue and spares no effort to protect its client's reputation.***

***ABS/SCA realizes the importance of EMS Collections, our first accounts began in 2002, after comprehensive study and understanding of your industry focused on this specialty was completed, since then we have expanded our specialization in your industry, currently representing eighty-three (83) squads. Understanding your unique relationship in your communities is essential to successfully protect your patients, your reputation, your political standing and at the same time maximize your much needed monetary requirements.***

***We are proud to be a Sponsoring Member of the South Carolina EMS Association and are active participants within the NC EMS Association and VA EMS Association and will continue to stay active within the EMS organizations in efforts to better understand the challenges uniquely faced by the EMS Communities.***

***We have only one collection philosophy and that is to treat all patients with dignity and respect. Here at ABS/SCA we believe in soft collections. Working with patients to help them find a way to satisfy their obligation, while also being truthful as to the consequences of inaction, has proven to be the most effective method. We practice the highest moral and ethical business behavior in order to deliver top dollar for our clients.***

***Please contact not only our references but any of the EMS Clients listed with our reference group.***



Proposal Submittal

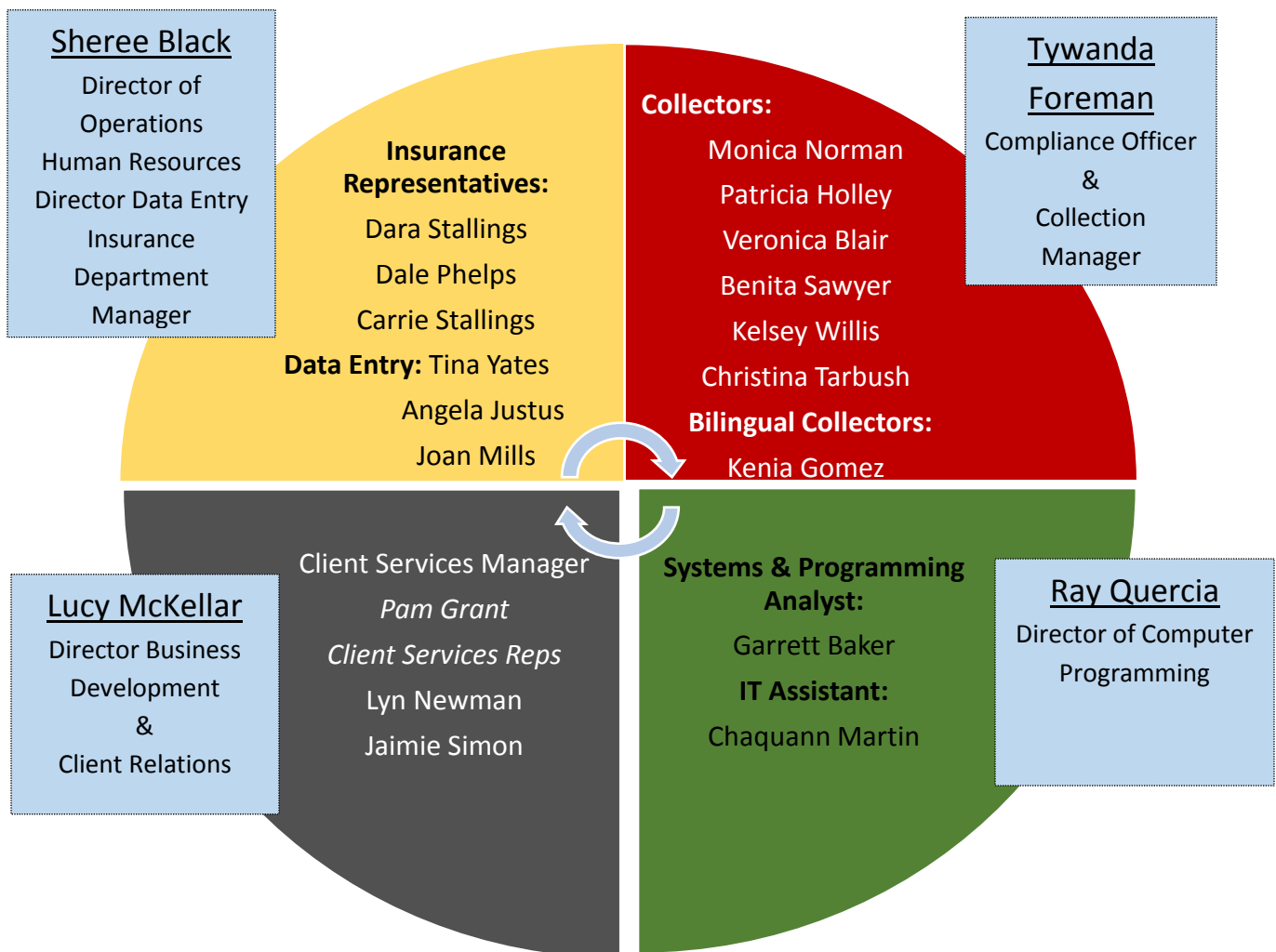
Tab. 6. APPENDIX II: Minimum Qualification Verification Form

Item No. 2: Minimum qualifications of the proposed key personnel:

# SCA Organizational Chart

## President

### Alfonso W. Cox



Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

**Mr. A. W. Cox, President/CEO**

Founded ABS/SCA in 1974, after having spent ten (10) years in the computer industry as a programmer, system design engineer, and marketing representative. He developed and refined the SCA collection system to its present status. He holds a Bachelor of Science degree from North Carolina State University. Mr. Cox oversees the entire organization and ensures that all facets of the company are maintaining high levels of efficiency and productivity.

**Mrs. Lucy A. McKellar, Director of Business Development**

Mrs. McKellar joined SCA in 2011 and will be responsible for contract management and oversight as well as managing the client relation between ABS/SCA and Northwest Fire District. With twenty (20) years of experience in the Healthcare Industry, specifically Customer Relations and marketing. Her organization skills will be used to assure a smooth and successful business relationship. Mrs. McKellar graduated from the Inter-American University in Puerto Rico with a Bachelor in Psychology in 1991. She is a member of the HFMA of South Carolina Chapter as well as in North Carolina, Georgia and Virginia.

**Mr. Garrett Baker, IT Programmer Manager**

Garrett joined SCA in 2013, a graduate from North Carolina State University in 2003 in Graphics Communications. He will be responsible for implementing the necessary computer hardware and software interfaces between SCA and Northwest Fire District. Garrett will also oversee the day-to-day data processing and the secure transmission of data between our facilities.

**Mrs. Sheree Black, Director of Operations**

Sheree has been a part of the SCA family since 2008. She is proficient in several client programs and manages the following departments Insurance, Data Entry and Client Services. Sheree also manages our Human Resources Department. She will handle the overall operations between Northwest Fire District and SCA, to include but not limited to letter generation, skip tracing, month end reporting, distribution and accounting.

**Mrs. Tywanda Foreman, Collection Manager & Compliance Officer**

Mrs. Foreman joined SCA in 2003. She is an ACA Certified Professional Collection Specialist, as well as, Credit and Collection Compliance Officer (CCCO), ACA Scholar. Tywanda will ensure that both parties are in compliance with all State and Federal regulations and auditing standards. She will also manage all collector, monitor collection calls, handle and resolve debtor disputes. She will also ensure all accounts for Northwest Fire District are being handled per client's guidelines as dictated in the RFP.

**Mrs. Pam Grant, Client Services Manager**

Pam joined SCA in 2008 has a collector, her attention to detail and client service skills have made her today our Client Services Manager. She oversees all duties in Client Services to ensure that we are providing our clients the best customer service possible and answers to all client requests in a timely manner. Her department will distribute all End of Month reports, submit credit bureau reporting, handle disputes requesting account validation, process requests for account holds, withdrawals, bankruptcies, address questions concerning the reports generated and will remit payment/invoice to Northwest Fire District.

**Applied Business Services/Security Collection Agency:**

Staff has 150 collective years of experience in the collection of Commercial/Government related debts.

Additionally, our professional telephone collection associates are Professional Collection Specialists (PCS certified by the Association of Credit and Collections Professionals (ACA). ABS/SCA requires a 100% score on the Fair Debt Credit Practice Act Proficiency Testing, but, also require that collectors pass the ACA Collection Aptitude Testing before being considered for employment. Criminal background check as well as random drug testing is required for all new agencies employees.

**What is important to SCA?**

Regular training/re-training of the front-line collection staff to keep them fully abreast of the continuous change in the Collection industry.

**Webster's dictionary defines experience as "knowledge, skill, or practice resulting from [an activity]". With SCA, this translates into:**

- KNOWLEDGE-** Proficiency and success in bad debt collections accumulated over a forty-one (41) year period.
- SKILL-** A proven and verifiable track-record that demonstrates a superiority over others in the field of competition.
- PRACTICE-** A lasting work ethic and committed staff that guarantees maximum performance and professionalism over the long haul



# Lucy A. McKellar

## Curriculum Vitae 2011- Present

### **Director of Business Development**

617 Soundside Road

Edenton, NC 27932

P: 800-777-4433

F: 866-907-7667

lmckellar@abs-sca.com



### SUMMARY OF QUALIFICATIONS

- Maintain a healthy, positive and open communication between SCA and their clients.
- Member of the Healthcare Financial Management Association (HFMA).
- Identify markets, services and technologies that further the company's strategic objectives.
- Establish terms of agreement with all new clients, to include Contracts, Business Associate Agreements, Terms and Conditions, ensure all clients understand ACA laws and policy as third party collector.
- Develop and implement sales strategies for new business.
- Assist with handling client related requests, concerns and/or questions beyond daily Client Services activities.
- Coordinate and host site visits by clients or prospects.

### RELEVANT EXPERIENCE

- Previous Director of the Client Services Department and Marketing Director for the US Naval Hospital located in Ceiba, Puerto Rico
- Software Consultant - Prologic Corporation, Panama City, Panama & Puerto Rico
- Office Manager Orthodontic Practices Dr Luis Toro Lloveras, Fajardo, Puerto Rico

### EDUCATION

- BA in Arts, major Psychology with a minor in Business.
- Microsoft Certified
- HIPAA/Jacho Certified
- Certified Incident Stress DE briefer
- Bilingual Spanish/English. Proficient in Meditech, Citrix, AS400, Star 18 & 19, Eclipses, Horizon, Invision, Careline, All Scripts, OAS Gold, Juniper.

# Curriculum Vitae

## Tywanda Foreman Bell

### 2003- Present

#### ***Collections Manager/Compliance Director***

617 Soundside Road

Edenton, NC 27932

P: 800-777-4433

F: 866-907-7667

[tbell@abs-sca.com](mailto:tbell@abs-sca.com)



#### SUMMARY OF QUALIFICATIONS

- Manage duties for the Collections department to include quality and productivity monitoring, required interim reports, training, etc.
- Maintain current updates on all Federal and State regulations pertaining to first and third party collections.
- Work with Management to research and address any potential compliance issues.
- Implementation of PPMS (Professional Practices Management System).
- Early-Out Client Liaison to ensure all client issue are directed to the correct area and requests are addressed in a timely manner.

#### RELEVANT EXPERIENCE

- Household International: Provided customer service complaints & resolution representative for the Executive Complaint Department. Experience in processing account functions such as application of payments, adjustments, account audits, restructuring of accounts, wire transfers.
- US Postal Service: Mail Handler processed, sorted incoming and outgoing mail local and internationally.
- Retail Management.

#### EDUCATION

- PCS (Professional Collection Specialist) Certified
- Certified Compliance Officer
- Healthcare Collection Management Certification
- PPMS Certified (Professional Practices Management System)
- In progress Compliance Specialist Certification
- ACA Scholar Degree
- ACA Fellow Degree



## Garrett Baker

## Curriculum Vitae 2013- Present

### ***Systems and Programming Analyst***

617 Soundside Road  
Edenton, NC 27932  
P: 800-777-4433  
F: 866-907-7667  
gbaker@abs-sca.com



### SUMMARY OF QUALIFICATIONS

- Analyze and develop software solutions and enhancements to the ABS account recovery software system.
- Work closely with the President to maintain the existing ABS software systems and develop new applications as needed.
- Provide IT support to the ABS staff and clients as needed.
- Manage ABS's IT needs and upgrades.
- Maintain system security.

### RELEVANT EXPERIENCE

- Currently Systems and Programming Analyst at Applied Business Services/Security Collection Agency.
- Two (2) years as Computer Specialist at Baker Computer Solutions
- One and half (1.5) years as Materials Manager at Sycot Plastics.
- Two (2) years as Engineering Technician at Solus Industrial Innovations.

### EDUCATION

- 2010-2011 One and half (1.5) years in Electronics Engineering at ECPI University
- 2003-2007 B. S. in Graphics Communications from North Carolina State University

## Sheree Black

## Curriculum Vitae 2008- Present

### ***Director of Operations***

617 Soundside Road  
Edenton, NC 27932  
P: 800-777-4433  
F: 866-907-7667  
sheree@abs-sca.com



### SUMMARY OF QUALIFICATIONS

- Oversees SCA Insurance Collection and Data Processing Team.
- Ensures that her team proficiently handles all data and processes all insurance in a timely manner.
- Point of contact for all account placements, payments and accounting.
- Responsibilities included but are not limited to:
  1. Responsible for the day to day operations for ABS/SCA
  2. Human Resources activities
  3. Letter generation, skip tracing, month end reporting, distribution and accounting.

### RELEVANT EXPERIENCE

- Prior to this position worked at ABS/SCA with Insurance filing and follow up department.
- Generated insurance claims for processing and worked on all Client Systems.
- Served as the Data Processing Supervisor.
- Also served as the SCA/ABS Collection Manager Assistant.
- Proficient in Meditech, Citrix, AS400, Star 18 & 19, Eclipses, Horizon, Invision, Careline, All Scripts, OAS Gold, Juniper and QuickBooks.

## Pamela H. Grant

## Curriculum Vitae 2008- Present

### ***Client Services Manager***

617 Soundside Road

Edenton, NC 27932

P: 800-777-4433

F: 866-907-7667

pgrant@abs-sca.com



### SUMMARY OF QUALIFICATIONS

- Main contact to all new and established clients of Security Collections.
- Data entry of new clients, establish lines of communications as well as monthly collection report distribution.
- Maintain and update all client contacts, respond and resolve client concerns, questions among other details. Client site visits, service presentations.
- Provide detailed monthly collections reports to include:
  - Collection Analysis Report
  - Recovery by Placement Report
  - Collection Payment Report
  - Adjustment and Deletion Report
  - Monthly Invoice

### RELEVANT EXPERIENCE

- Retail Management
- Prior to this position worked in Client Services department at ABS/SCA.

### EDUCATION

- ACA Certified
- Proficient in Meditech, Citrix, AS400, Star 18 & 19, Eclipses, Horizon, Invision, Careline, All Scripts, OAS Gold, Juniper

Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

Proposal Submittal

Tab. 6. APPENDIX II: Minimum Qualification Verification Form

Item No. 3: Provide copies of licenses, certifications, accreditation, etc.



Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



## NORTH CAROLINA Department of the Secretary of State

### CERTIFICATE OF EXISTENCE

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify that

#### **APPLIED BUSINESS SERVICES, INC.**

is a corporation duly incorporated under the laws of the State of North Carolina, having been incorporated on the 4th day of October, 1974, with its period of duration being Perpetual.

I FURTHER certify that, as of the date set forth hereunder, the said corporation's articles of incorporation are not suspended for failure to comply with the Revenue Act of the State of North Carolina; that the said corporation is not administratively dissolved for failure to comply with the provisions of the North Carolina Business Corporation Act; that its most recent annual report required by N.C.G.S. 55-16-22 has been delivered to the Secretary of State; and that the said corporation has not filed articles of dissolution as of the date of this certificate.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 16th day of March, 2016.

*Elaine F. Marshall*

Secretary of State

Certification# 98209862-1 Reference# 12992558- Page: 1 of 1  
Verify this certificate online at <http://www.sosnc.gov/verification>

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



## Proposal Submittal

## Tab. 6. APPENDIX II: Minimum Qualification Verification Form

## Item No. 4: Additional MQ if any.

**Applied Business Services/Security Collection Agency:****Credit Bureau Reporting**

This is a highly effective method for motivating debtors to pay the debts as it affects future attempts by the debtor to secure financing for other products and services. We are contracted with the national credit services of Equifax, Experian and TransUnion. We record uncollected accounts into this network to aid in further collection results. You have the flexibility to decide when an account in the collection process is to be reported.

**Latest News**

In March, 2016 notice was received advising Equifax, Experian and Transunion announced to the National Consumer Assistance Plan enhance their ability to collect complete and accurate consumer information and provide consumers more transparency when interacting with consumer reporting agencies about their credit reports. The plan was announced after cooperative discussions and an agreement with the Attorneys General of multiple states. Below is a summary of upcoming initiatives, impacted furnishers, and their Effective Dates.

Who is Impacted?	What is Required?	Effective Date
Collection Agencies & Debt Buyers	Report the name of the Original Creditor and Creditor Classification Code	6/15/2016
Collection Agencies & Debt Buyers	Do not report debt that did not arise from a contract or agreement to pay	6/15/2016

**What does this mean to you?**

All accounts must have a signed consent or agreement to pay for on file in order to report the account to the patient's credit file. If an account may be placed with a collection agency to recover the debt, however, will not be able to be reported to the credit bureau if there was no consent on file for the services rendered.

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



### Reporting Capabilities

We provide our clients with a monthly package of reports unmatched by our competitors. The collection month is closed on the last day. The recovered funds and detailed reporting of account activity generated from monthly collection activities can be transmitted to you within four (4) business days after the month is closed out.

**If you require reports that are not part of our standard package, we will make the necessary programming changes and promptly provide such reports to you at no charge.**

We offer forty-two (42) years of experience on similar projects and eighty (80) years of collective management expertise. Coupled with our profitability each and every year we have been in business. We offer the stability, integrity and a proven track record of success for our clients.

### Collection Staffing Philosophy

To produce the highest recovery for our clients:

- Our collection manager, with 12 years' experience, an ACA Certified in-house "train the trainer", an ACA Scholar/Fellow and two (2) ACA Certified Compliance Officers.
- Every employee adheres to Federal Debt Collectors Practices Act (FDCPA) and Fair Credit Reporting Act (FCRA).
- We require all collectors to become Professional Collector Specialists (PCS) certified by the American Collectors Association (ACA) within thirty (30) days of expiration of probationary period.
- All our collectors are paid on a combination plan of base salary plus a commission.

### **Account to Collector Ratio:**

**20 Debtor Accounts/per Collector/per Hour**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



### **Applied Business Services/Security Collection Agency:**

#### **Dispute Protocol on Collection Activity**

**Applied Business Services/Security Collection Agency** handles all disputes in the following. We answer all written and electronic communications from debtors and facilitate dispute resolution.

- Receive correspondence from Debtor. Credit Bureau updated advising the account is being disputed.
- Contact Client to verify Account Information
- Forward correspondence to Client for their review
- Wait for Client response
- Receive Client decision
- Relay Client decision to Debtor

#### **Privacy Standards**

- We monitor and modify all our personnel, systems, processes, and protocols on a continuing basis to meet or exceed all compliance standards.
- Limited access to Debtor information based on levels of security awarded to personnel.
- In efforts to exceed compliance standards, Collectors are not allowed the use of pen or paper at their desks. All electronics devices with photo and data transfer capability are secured in private lockers along with all personal belongings.

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



**Applied Business Services/Security Collection Agency** maintains continuous quality assurance with internal audit procedures. All calls are recorded with Onvisour Voice Recording System.

We perform quality assurance audit procedures to monitor and maintain the following:

- Management Responsibility
- Management System
- Review of Client issues
- Document and Data Control
- Purchasing
- Control of Client & Customer-Supplied Data
- Data Identification & Traceability
- Process Control
- Inspection & Testing
- Inspection & Test Status
- Identification of Non-conformity
- Corrective Action, Preventive Action & Continuous Improvement
- Handling, Storage, Preservation, & Delivery of Client and Customer Supplied Data
- Management of Records/Data
- Weekly Internal Management Audits
- Training
- Process and Client Satisfaction Measurements
- Information Management Systems & Technical Infrastructure Administration

These protocols follow the Professional Practices Management System (PPMS) checklist.

**A sample of one of our Internal Audits is available for your review upon request.**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



The building SCA/ABS is located in was designed and built to withstand hurricane force winds. The building structure contains all steel beams with a brick façade. The roof is metal sheeting bolted to the metal beams. The most serious impact from a disaster would be an extended power outage. In the event of a natural disaster or other severe problem the following procedures will be put in place in order to secure our information systems and data. These procedures will also be equally as important for the restoration of our network to continue business. The following procedures will be followed to continue operations during an extended power outage at the ABS current location.

#### **Downing the network**

- Perform two full verified tape backups of entire SCA collection system prior to downing the network to be taken offsite. All other servers are being backed up daily in the cloud via Carbonite.
- All work in the SCA system shall be completed as soon as possible in preparation for a few days without power.
- Once all work is complete, all servers as well as networking components will be shutdown properly unplugged.
- All individual workstations will also be shut down and unplugged.

#### **Restoring the network**

- With the use of electrical generators the SCA system absdata (Windows domain controller), and HP switch will be restarted to ensure network connectivity.
- Once the SCA/ABS collection system, absdata, and switches are operational, several workstations will be plugged into the switch and be started.
- Client Services workstations will be the most critical in this situation and others added as needed.
- The end result is a small network to continue normal day to day operations with an active cloud based FTP server, cloud based e-mail server, and internal SCA Collection system annually.



Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

## Proposal Submittal

## Tab. 7. APPENDIX III: Reference Form

RFQ# 1604

**APPENDIX III: REFERENCE FORM**OFFEROR'S NAME: Applied Business Services/Security Collection Agency**REFERENCES: Please provide three preferably Arizona firms, addresses, contact persons and telephone numbers of customers who have done business with your firm:****REFERENCE 1**

Company Name: EMS Management &amp; Consultants

Contact Name and Title: Rhianna Bright, Collection's Manager

Telephone No: 336-397-3752

Fax No: 336-740-9788

E-mail address: rhianna.bright@emsbilling.com

**REFERENCE 2**

Company Name: National Association of Emergency Medical Technicians

Contact Name and Title: Don Lundy, Immediate Past President

Telephone No: 843-991-0562

Fax No: 843-991-0562

E-mail address: 343DLundy@gmail.com

**REFERENCE 3**

Company Name: Carolina East Internal Medicine

Contact Name and Title: Murray Gilgo, Director Finance Department

Telephone No: 252-635-3909

Fax No: 252-224-0378

E-mail address: mgilgo@carolinaeasthealth.com

**END OF APPENDIX III**

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

RFQ# 1604

The following section will be used as an evaluation tool for award. Please complete the checklist to ensure your compliance to requested needs.

**VENDOR INFORMATION/SERVICE:** All offerors must demonstrate the willingness and capability of providing substantial local service which may require the availability of an on-site sales representative and local stocking facility as may be determined in the District's best interest. All out-of-town vendors must be willing to accept collect telephone calls or provide a toll-free number.

Address and/or E-mail to which purchase orders are to be sent.

617 Soundside Road, Edenton, NC 27932  
lmckellar@abs-sca.com

#### COMPLIANCE TO SCOPE OF WORK

Is Descriptive literature enclosed?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Is Offer and Acceptance Page properly signed? Proposals submitted without an original, signed Offer and Acceptance Page may be deemed nonresponsive.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Are addendums signed and attached? <a href="http://www.northwestfire.org/public-info/purchasing">http://www.northwestfire.org/public-info/purchasing</a>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

#### PRICE

Please Indicate number of days that prices are firm.	180
Are prices indicated by unit and totals?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Proposal Submittal  
Tab.8. Supplementary Information



**\*Disclaimer: Sample Letters if requested are for review only, actual Collection letters may be slightly different based on individualized client letter track.**

**Applied Business Services/Security Collection Agency** c immediately insert or change the wording of letters, collector talk-offs, timing of phone calls, the timing of letters, the volume of contacts, type of action to be take and any other enhancements to the collection process that Bowling Green Municipal Utilities requests.

**Applied Business Services/Security Collection Agency** in addition to our full collection letter series which include four (4) Collection letters and one (1) Credit Bureau letter we include an array of situational automatic letters such as Promise to Pay, Broken Promises, Auto Draft reminder and payment acknowledgement as well as many others that can occur through the collection process until the account is paid in full.

**Applied Business Services/Security Collection Agency** understands **Debt Setoff** accounts may result in dispute We support our **DSO** Clients by providing a customized **DSO** Collection letter that advises the debtor, from our first letter, of the Client's intent to garnish their state refund in the event the account remains unpaid. We also provide the debtor the opportunity to set a payment plan to avoid this garnishment (Debtor must sign the agreement). This letter has proven to be useful to many of our clients if or when their **DSO** Representative has to validate the Garnishment in court.

### Samples upon request.

**Specialized Campaign Strategies:** With clients approval we can offer a settlement/boost campaign, processed after the collection process is complete and the account has been deemed as uncollectable.

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

## Previous Projects Final Reports:

7/31/15		SECURITY COLLECTION AGENCY									
NET002											
		RECOVERY BY PLACEMENT									
		Sentara Albemarle Medical Cntr 386									
		PLACEMENTS MADE		COLLECTIONS MADE ON				PLACEMENTS		RECOVERY RATE	
		NO.	AMOUNT	TO DATE		THIS MONTH		BY NO.		BY AMOUNT	
JULY	2012	40	113732.69	8	16611.14	421.23		20.00%	14.61%		
AUGUST	2012	87	153482.90	35	55308.34	170.00		40.23%	36.04%		
SEPTEMBER	2012	15	28866.03	4	6546.11			26.67%	22.68%		
OCTOBER	2012	44	113455.94	10	27391.86	300.00		22.73%	24.14%		
NOVEMBER	2012	16	21447.72	5	4191.82			31.25%	19.54%		
DECEMBER	2012	15	32679.20	3	4627.62			20.00%	14.16%		
JANUARY	2013	33	76372.18	8	12752.74			24.24%	16.70%		
FEBRUARY	2013	26	92963.55	4	10745.35			15.38%	11.56%		
MARCH	2013	1	1825.03								
APRIL	2013	77	90750.61	8	8671.79			10.39%	9.56%		
MAY	2013	26	74378.52	7	6328.50			26.92%	8.51%		
JUNE	2013	8	8967.28	1	875.00			12.50%	9.76%		
JULY	2013	13	41879.73		1075.00				2.57%		
AUGUST	2013	25	92706.06	2	917.06			8.00%	.99%		
SEPTEMBER	2013	15	70417.66	2	9541.75	300.00		13.33%	13.55%		
OCTOBER	2013	115	276871.84	32	62566.76	1	1374.77	27.83%	22.60%		
NOVEMBER	2013	12	35661.05	3	7531.65		100.00	25.00%	21.12%		
DECEMBER	2013	19	62649.44	3	4809.94		130.00	15.79%	7.68%		
JANUARY	2014	19	41042.07	6	5559.87		70.00	31.58%	13.55%		
FEBRUARY	2014	16	42146.42	2	9366.12		262.45	12.50%	22.22%		
MARCH	2014	18	43540.01	6	15453.26		175.00	33.33%	35.49%		
APRIL	2014	10	30477.85	1	9327.50		450.00	10.00%	30.60%		
MAY	2014	13	36861.93	5	9194.72	1	120.00	38.46%	24.94%		
JUNE	2014	15	34114.65	4	12961.81		125.00	26.67%	37.99%		
JULY	2014	7	10860.98	3	2516.80		55.00	42.86%	23.17%		
AUGUST	2014	2	3705.54		1487.41		100.00		40.14%		
JANUARY	2015	1	2133.61								
MARCH	2015	2	973.35								
APRIL	2015	2	913.35								
MAY	2015	3	2956.96								
JULY	2015	2	2543.61								
TOTAL:		697	1641377.76	162	306359.92	2	4153.45	23.24%	18.66%		

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)

## Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

## Previous Projects Final Reports:

RECOVERY BY PLACEMENT										
Beaufort Memorial Early-out 900										
		PLACEMENTS MADE			COLLECTIONS MADE ON PLACEMENTS			\$AVG	FEE	RECOVERY RATE
		NO.	AMOUNT	#PIF	TO DATE	#PIF	THIS MONTH	ACCT	TO DATE	BY NO. BY AMT.
MAY	2010	4258	1487252.82	1726	1204552.55			3.76	42159.34	40.54% 80.99%
JUNE	2010	1709	661908.14	577	556388.51			5.36	19473.60	33.76% 84.06%
JULY	2010	1499	680729.94	523	490669.37			5.47	17173.43	34.89% 72.08%
AUGUST	2010	1751	709737.52	599	511086.98			5.03	17888.04	34.21% 72.01%
SEPTEMBER	2010	1624	570189.41	715	444882.39			4.60	15570.88	44.03% 78.02%
OCTOBER	2010	1588	780993.21	565	450073.95			4.48	15752.59	35.58% 57.63%
NOVEMBER	2010	1428	876292.73	579	780119.60			8.13	27304.19	40.55% 89.02%
DECEMBER	2010	1568	1433004.91	548	674908.21			7.30	23621.79	34.95% 47.10%
JANUARY	2011	1272	957241.24	388	479183.78			6.16	16771.43	30.50% 50.06%
FEBRUARY	2011	1715	1422894.90	384	540599.87			5.01	18921.00	22.39% 37.99%
APRIL	2011	648	1093439.08	533	824035.20			7.00	28841.23	82.25% 75.36%
MAY	2011	904	1704778.32	691	986685.36			6.50	34533.99	76.44% 57.88%
JUNE	2011	403	682010.03	281	516824.99			6.77	18088.87	69.73% 75.78%
JULY	2011	575	776558.48	475	680751.22			6.17	23826.29	82.61% 87.66%
AUGUST	2011	749	1133670.05	575	766582.67			6.55	26830.39	76.77% 67.62%
SEPTEMBER	2011	928	1065701.16	794	810855.46			5.14	28379.94	85.56% 76.09%
OCTOBER	2011	636	650449.67	570	548387.56			5.47	19193.56	89.62% 84.31%
NOVEMBER	2011	844	917839.46	704	721812.29			6.15	25263.43	83.41% 78.64%
DECEMBER	2011	554	613466.66	488	505530.21			5.91	17693.56	88.09% 82.41%
JANUARY	2012	651	642291.71	583	542042.67			5.77	18971.49	89.55% 84.39%
FEBRUARY	2012	555	516476.61	479	419240.79			4.54	14673.43	86.31% 81.17%
MARCH	2012	560	415936.22	458	348870.22			4.16	12210.46	81.79% 83.88%
APRIL	2012	691	707191.75	607	571549.80			5.60	20004.24	87.84% 80.82%
MAY	2012	467	501075.43	386	395878.81			5.35	13855.76	82.66% 79.01%
JUNE	2012	719	582823.82	644	415294.50			2.84	14535.31	89.57% 71.26%
JULY	2012	524	450042.86	468	321811.49			3.28	11263.40	89.31% 71.51%
AUGUST	2012	478	445321.25	433	362431.89			3.62	12685.12	90.59% 81.39%
SEPTEMBER	2012	438	299856.18	406	240735.27			2.98	8425.73	92.69% 80.28%
OCTOBER	2012	579	519807.95	551	381927.59			3.69	13367.47	95.16% 73.47%
NOVEMBER	2012	146	63689.98	136	58343.32			.68	2042.02	93.15% 91.61%
DECEMBER	2012	5296	6876350.55	622	551409.17			2.42	19299.32	11.74% 8.02%
TOTAL:		35757	30239022.04	17488	17103465.69			4.87	598621.30	48.90% 56.56%

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



Northwest Fire District Administration; RFQ Number: 1064 Title: Collection Services

## Proposal Submittal

## Tab. 9. Acceptance Page and all Addendums

RFQ# 1604

**OFFER AND ACCEPTANCE**

**RESPONDENT SHALL COMPLETE THE FOLLOWING INFORMATION IN INK AND SUBMIT WITH THEIR BID**


Print or type in ink the requested information. **TYPEWRITTEN RESPONSES ARE PREFERRED**

**OFFER**

**TO THE NORTHWEST FIRE DISTRICT**  
The Undersigned hereby offers and agrees to furnish the material or service in compliance with all terms, conditions, specifications, and amendments in the invitation for Bid and any written exceptions in the offer. Signature also certifies understanding and compliance with paragraph (1) of the Northwest Fire District Standard Terms and Conditions.

For clarification of this offer, contact:

Applied Business services/Security Collection Agency Company Name	Name: <u>Lucy A. McKellar</u>
<u>517 Soundside Road</u> Address	Phone: <u>800-777-4433</u>
<u>Edenton, NC 27932</u> City State Zip	Fax: <u>866-907-7667</u>
	E-mail: <u>lmckellar@abs-sca.com</u>

  
Signature of Person Authorized to Sign  
Lucy A. McKellar  
Printed Name  
Director of Business Development  
Title

**CERTIFICATION**  
By signature in the Offer Section above, the bidder certifies:  
1. The submission of the offer did not involve collusion or other anti-competitive practices.  
2. The bidder has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with the submitted offer.

Failure to provide a valid signature affirming the stipulations required by these clauses shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.

**ACCEPTANCE OF OFFER**

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the Request For Qualifications, including all terms, conditions, specification, amendments, etc. and the Contractor's Offer as accepted by the District.

This contract shall henceforth be referred to as Contract No. 1604. The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order.

NORTHWEST FIRE DISTRICT, a political subdivision

Approved as to form this _____ day of _____, 2016.	Awarded this _____ day of _____, 2016.
<u>Michael J. Brandt</u> As Northwest Fire District Fire Chief and not personally	<u>George Carter</u> As Northwest Fire District Chair and not personally
<u>Thomas A. Benavidez</u>	

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)



# NORTHWEST FIRE DISTRICT

*Our Mission is to Save Lives, Protect Property, and Care for Our Community.*

ADMINISTRATION/PREVENTION & SAFETY  
5225 W. MASSINGALE ROAD  
TUCSON AZ 85743

PHONE: (520) 887-1010 FAX: (520) 887-1034 www.northwestfire.org



August 11, 2016

## ADDENDUM NO. 1

### REQUEST FOR QUALIFICATIONS NO. 1604

### COLLECTION SERVICES

This Addendum No. 1 is hereby made a part of the Request for Qualifications and shall be included with all documentation. Offeror shall acknowledge receipt of this Addendum No. 1 by including this Addendum with all proposals, signing and dating the following statement:

Addendum No. 1 acknowledged by

  
(Signature)

Date 8/12/2016

Name/Title Lucy A. McKellar/Director Business Development  
(Typed or printed)

Name of firm Applied Business Services/Security Collection Agency


1. The RFP due date and time remains unchanged from: Thursday, August 18, 2016 @ 11:00 AM Local Time.
2. The following questions were received:
  - A. Why is the contract out to bid at this time?  
Answer: We don't have a current contract or provider.
  - B. Is there a deadline for questions?  
Answer: Yes, 8 days from the solicitation due date. See page 16 of the RFQ.
  - C. Has the current contract gone full term?  
Answer: See answer to question A.
  - D. Have all options to extend the current contract been exercised?  
Answer: See answer to question A.

NORTHWEST FIRE DISTRICT IS PROUD TO BE ACCREDITED BY



THE COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)




# NORTHWEST FIRE DISTRICT

*Our Mission is to Save Lives, Protect Property, and Care for Our Community.*

ADMINISTRATION/PREVENTION & SAFETY  
5225 W. MASSINGALE ROAD  
TUCSON AZ 85743

PHONE: (520) 887-1010 FAX: (520) 887-1034 [www.northwestfire.org](http://www.northwestfire.org)



---

E. Who is the incumbent, and how long has the incumbent been providing the requested services?

Answer: See answer to question A.

F. How are fees currently being billed by any incumbent(s), by category, and at what rates?

Answer: See answer to question A.

G. What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?

Answer: See answer to question A.

H. To how many vendors are you seeking to award a contract?

Answer: A single contract is anticipated to be made.

I. Can you please provide greater details on how proposals will be evaluated and how the selected vendor(s) will be chosen?

Answer: Proposals will be evaluated based on the evaluation criteria printed in the RFQ.

J. Please describe your level of satisfaction with your current vendor(s), if applicable.

Answer: See answer to question A.

K. What is the total dollar value of accounts available for placement now by category, including any backlog?

Answer: See answer to question A.

L. What is the total number of accounts available for placement now by category, including any backlog?


Answer: See answer to question A.

M. What is the average balance of accounts by category?

Answer: See answer to question A.


N. What is the average age of accounts at placement (at time of award and/or on a going-forward basis), by category?

Answer: See answer to question A.



NORTHWEST FIRE DISTRICT IS PROUD TO BE ACCREDITED BY

THE COMMISSION ON FIRE ACCREDITATION INTERNATIONAL




# NORTHWEST FIRE DISTRICT

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TUCSON AZ 85743

PHONE: (520) 887-1010 FAX: (520) 887-1034 [www.northwestfire.org](http://www.northwestfire.org)



---

O. What is the monthly or quarterly dollar value of accounts expected to be placed with the vendor(s) by category?

Answer: See answer to question A.

P. What has been the historical rate of return or liquidation rate provided by any incumbent(s), and/or what is anticipated or expected as a result of this procurement?

Answer: See answer to question A.

Q. If applicable, will accounts held by any incumbent(s) or any backlog be moved to any new vendor(s) as a one-time placement at contract start up?

Answer: See answer to question A.

R. What is the average number of accounts per month?

Answer: There is no history on this information available. We conservatively estimate 50 accounts per month.

S. What is the average balance of each account?

Answer: There is no history on this information available. We estimate an average account to be approximately \$500.

T. Do you outsource today?

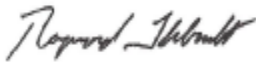
Answer: We don't outsource today.

U. If so, what is the rate of return?

Answer: See answer to question T.


3. All other terms and conditions remain unchanged.

The revised documents can be downloaded from our website at  
<http://www.northwestfire.org/public-info/purchasing>.



Raymond Thibault  
Buyer

NORTHWEST FIRE DISTRICT IS PROUD TO BE ACCREDITED BY



THE COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

**Applied Business Services/Security Collection Agency:**

We have the qualifications, experience, integrity, flexibility, capacity, capability, methodology, reliability and above all the desire to perform the collection work you require.

We thank you for reviewing our proposal.

We look forward to providing you with collection services designed to generate the most revenue for your bottom line.

Lucy A. Mckellar  
Director Business Development  
Applied Business Services/Security Collection Agency

Attachment: Security Collection Agency (2016-157 : Award RFQ 1604)





# NORTHWEST FIRE/RESCUE DISTRICT

**DATE:** August 26, 2016  
**TO:** Raymond Thibault  
**FROM:** David Gephart  
**SUBJECT:** Recommendation of Scoring Committee for Collection Services RFQ

---

The scoring committee, comprised of Phyllis Schumacher, Heather D'Amico, and myself, have reached a consensus on recommending award of a contract for collection services to Security Collection Agency to the Governing Board of Northwest Fire District.

If you have any questions, please don't hesitate to ask.

Thank you for your assistance to this process.

RFQ 1604  
Collection Services

Evaluation Rankings

	DG	HD	PS
Applied Business Services	1	1	1
NRA Group	2	2	1
Wakefield and Associates	3	3	3

1st Ranked Vendor: Applied Business Services  
2nd Ranked Vendor: NRA Group  
3rd Ranked Vendor: Wakefield and Associates



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-63

6.A.1

Meeting: 09/27/16 06:00 PM

Department: Fire Chief

Category: Chief's Board Report

Prepared By: Heather D'Amico

Initiator: Michael J. Brandt

Sponsors:

DOC ID: 2363

## FIRE CHIEF'S REPORT Chief Michael J. Brandt September, 2016

The Administrative Offices were closed on Monday, September 5<sup>th</sup> in observance of the Labor Day holiday.

### **ACTIVITIES:**

I attended a Pima County Rescue Task Force (RTF) meeting to discuss training standards for all cooperating agencies. We are making sure that as a region, we are all working off a common response platform that provides safety and consistency for all of our organizations.

Representatives of the Arizona Public Safety Personnel Retirement System (PSPRS) met with Staff to discuss current activities within the pension plan.

We continue close and frequent communication with the Town of Marana on a series of mutual interests including Communications, Community Safety and support. These include meetings with the Town Manager, Town council members, and various Department Heads.

Several state entities attended the "Integrated Response to Mass Shooting Conference" in Phoenix, AZ which provided an opportunity to discuss the collaborative efforts within the state and local resources during critical incidents involving mass casualties.

I attended the Special NWFD Governing Board Meeting on September 6<sup>th</sup> and also had lunch meetings with Board Members.

Chief Bradley and I met with Marana town council member David Bowen for a general informational exchange.

Staff met with Michael Racy, Racy & Associates, to discuss annexation issues as well as Monsanto's plan for a large commercial facility in the near future.

I was contacted by Dan Haight of Dark Horse Analytics, and joined by Chiefs Emans, Garcia, and Bradley to discuss our perspectives on challenges and potentials on the horizon for Fire/EMS services. Dan recently completed and published a Strategic Landscape analysis for the Canadian Fire Chiefs. We will be included in the current analysis for his next publication.

Chief Emans and I attended the Western Fire Chiefs FORCE Conference where we identified and discussed Strategic Challenges/Initiatives necessary to move the industry forward into the future.

Senior Staff and I teleconferenced with Benefit Commerce Group to review Employee Benefits for the calendar year 2017.

Pima Community College Chancellor Lee D. Lamberts provided an update on their accreditation and the upcoming visit by the Higher Learning Commission.

Pima Community College Fire/Advisory Board met to evaluate current activities/information/resources in supporting the needs of our providers and associated agencies.

I attended an all-day Marana Chamber of Commerce event on Friday, September 16<sup>th</sup>.

**ROUTINE EXTERNAL MEETINGS INCLUDED:**

The Marana Community and Regional Update Meeting; Town of Marana Department Head meetings; Marana Town Council Meetings; Greater Tucson Fire Foundation meetings; PCWIN; NWFD Governing Board Meeting; and Board of Managers YMCA; Pima Community College Fire/EMS Advisory Board Committee Meeting; and associated Boards/Committees.

As Chair of the Pima County Fire Chiefs Association, I continue to underscore the importance of our legislative challenges and ways to support our efforts from a local and statewide platform.

**INTERNAL MEETINGS:**

A full schedule of internal meetings included: Executive Staff Meetings, Executive Team Meetings with all members of Senior Staff; Meetings with Asst. Chiefs Bradley and Emans on Operational and Support coordination; HR Meetings; Meeting regarding our Strategic Plan; Leadership Team Meeting; General Staff Meeting; Meeting regarding Annexations; Meeting regarding the SAFER grant; Operational meetings with Executive Staff - Finance, Operations, Support, HR, and Community Affairs.

We continue to move at a rapid pace across the organization, to meet the needs of our organization and the community. Concurrent multiple projects include, the Re-Accreditation process, recruitment of new firefighter candidates, renewal of employee benefits, annexation, Strategic Planning, Bond Election preparation, updating processes and policies just to name a few ...

I would like to thank all our Northwest Fire District Team Members for their continuing commitment, perseverance, and dedication to our goals and the community.



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-64

6.A.2

Meeting: 09/27/16 06:00 PM

Department: Support Services

Category: Assistant Chief/Director's Report

Prepared By: Doug Emans

Initiator: Doug Emans

Sponsors:

DOC ID: 2358

## SUPPORT SERVICES REPORT Assistant Chief Doug Emans September, 2016

### ACTIVITIES

- The largest news in the Support Services Department is the work being done with the Town of Marana related to potentially combining dispatching functions. We continue to review options and alternatives and at the point in time a decision is reached, we will share the information with the Board and make recommendations moving forward. No decisions related to this item have yet been made while we consider all options before putting the full cost assessments together.
- Division reports are included for your review, notable are continued efforts to achieve and maintain the highest levels of service possible in the Support Services areas of the District.

### Planning

- Work continues on the accreditation process. At the time of this document preparation, we are two weeks away from our deadline goal of September 30 to submit the draft assessment and documentation. The staff anticipates meeting the deadline.
- Last month I reported we anticipated having our official ISO report transmitted and received by the meeting date. That did not occur. We did receive an email copy of the letter to be sent out on September 23 indicating our results. We are patiently awaiting the arrival of our official notification and subsequent score. Staff will provide notification of the outcome of our score as soon as we receive notice.

### Logistics

#### Warehouse

- Operations at the equipment service center are underway and with the potential hiring of some needed support personnel, this space will be a very valuable addition to staff needs.
- Other warehouse personnel are preparing and ordering materials and supplies in advance of the academy start date.

#### Fleet

- Two new ambulances have been delivered and up fitting is nearly complete. These new units should be available in service early during the week of September 19.
- Fleet staff continues to monitor the enterprise contract and address usage of District owned vehicles and equipment.



#### Facilities

- Facilities staff has reached a solution to the alarm monitoring process through a single vendor. Contract negotiations are complete and implementation is underway.
- Installation of Station Alerting system resources and equipment is complete in all facilities. Once City Communications completes the configurations with the vendor and IT personnel, we will go live on the system; first with testing, then we will decommission the old systems.

#### **Technology**

- The radio system upgrade project is complete and fully implemented throughout the area. Our old system has been completely decommissioned and is undergoing reconfiguration with the new frequency pairs to be a spare in the event of a failure. We continue to receive feedback and make adjustments before receiving the next phase of radios and then move into our final configuration phase of the project.
- The station alerting project is approximately 95% complete at this point as noted above.
- The HR Department and Support Services Department have agreed upon a suitable solution to recruit personnel. Given the amount of work on the FF recruitment underway, we should see the result of that work very soon.

#### **GOALS:**

- Get Support Services positions approved and recruiting underway immediately
- Achieve a "Go Live" date for station alerting systems and begin operating as the primary tool
- Continue to support the Town of Marana and evaluate options related to the design of a new communications center to which we may relocate in the future



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-65

Meeting: 09/27/16 06:00 PM

Department: Operations

Category: Assistant Chief/Director's Report

Prepared By: Brad Bradley

Initiator: Brad Bradley

Sponsors:

DOC ID: 2362

6.A.3

## OPERATIONAL SERVICES BOARD REPORT

### Assistant Fire Chief Brad Bradley

### September, 2016

#### **ACTIVITIES**

August was spent coordinating personnel, responsibilities, and activities within Operational Services. As is normally reported, work continues on the following primary operational initiatives:

- *Continued reviews within operational services towards completion of 2014-16 strategic plan goals #1 and #5.*

Staff is waiting for the finalization of the District's Standards of Cover (SOC) so that further decisions on our operational deployment model can be made. That said, the goal #1 review for special operations has been completed. It's currently undergoing additional management review.

- *The review and revision of all standard operating guidelines (SOG's).*

This objective was completed in June specific to the existing guidelines within operational services. That said, additional SOG's are currently being developed and implemented through Training which will be an ongoing process moving forward.

- *Continued review and development of CFAI (accreditation) performance measures and establishment of monthly performance reporting procedures for all operations managers.*

Given the new CFAI requirements relative to recently expanded core criteria (CC's) and performance indicators (PI's) a tremendous effort is currently underway to satisfy this requirement. This will be a primary focus area for the foreseeable future.

In addition to these primary operational initiatives, efforts were ongoing in the following strategically important areas during August as well:

- Paramedic Training Process (PTP) - A selection list has been completed and staff are evaluating potential options and availability for the next certification class.
- Engineer Training Process - Changes have been made to this program to incorporate Ladder Operations as a minimum requirement for Engineer certification. The next Engineer Certification Class is scheduled to begin in October.

- Staffing- As the Board is aware, the District received a SAFER grant to fund 24 positions. The recruitment effort began in August and the testing process is being developed and scheduled to begin in September. Additionally, staff is making preparations to augment service delivery during the Ina interchange project through the use of an additional Rescue (RT) and Adaptive Response Engine as previously discussed. These units will likely be placed into service sometime in February 2017.
- Apparatus - Two (2) new Rescues (RT's) are scheduled for delivery in September and will be striped and outfitted for front line service pending certification from Arizona Department of Health Services (DHS). No update on the status of the new Engine (EN) currently being constructed has been provided.
- Communications / Dispatch - Changes to the District's radio system continue to be implemented. The switch back to PCWIN channels for primary dispatch and fire response is being planned for some time in late October or early November. The station alerting system upgrade is nearly complete and all stations have been outfitted with new USDD systems - IT modifications necessary for the system to function are to be completed at the Communications center. New mobile radios for all front line response apparatus have been ordered. These should be received in late September or early October and are necessary for the full transition to PCWIN channels to be completed.
- Ambulance Transportation - Ambulance billing continues to progress positively with net collections to date totaling \$1.74 million.

Response time compliance in accordance with the CON standards are as below. This ongoing analysis does not include the removal of legitimate response time exceptions, which normally occurs prior to submittal to DHS upon review or renewal of the CON. As a note, DHS defines compliance as being within + or - 1.5% of the established standard;

#### August 2016

10 Min 90% Standard - Actual 89%

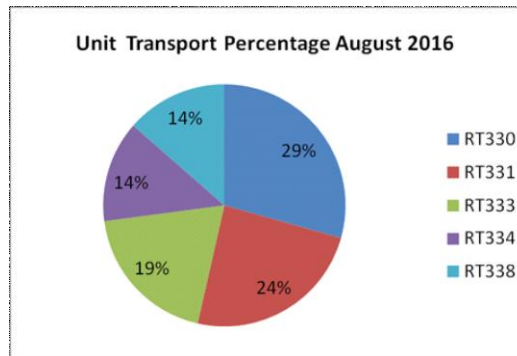
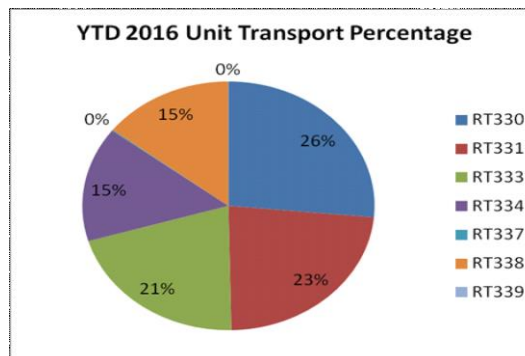
15 Min 99% Standard - Actual 97%

#### 2016 Year to Date

10 Min 90% Standard - Actual 89%

15 Min 99% Standard - Actual 97%

- The following are the transport statistics for the month of August and the year to date totals for 2016 thus far.

Monthly Transport Total = 310Year to Date Transport Totals = 2853

- Budget - Considerable time continues to be spent working on developing greater efficiencies for our budgeting and payroll processes. This work will continue through October ultimately resulting in several beneficial policy and procedural changes being implemented within the month of November.
- Accreditation - Operations staff members continued to busy completing the CFAI reporting on core criteria (CC's) and performance indicators (PI's) for our upcoming reaccreditation effort. The operational areas providing reports are Ops, EMS, Hazmat, TRT, ARFF, Training, Wildland, CAP, and Dispatch. As reported previously, given the changing requirements for data analysis and reporting coupled with current IT related challenges, much work remains in order for a successful reaccreditation to be achieved.
- Labor Relations / MOU - much discussion has and continues to occur with L3572 leadership. The intent has been to discuss, identify, and implement important adjustments which are impactful to our members, the District's budget, and our

operational readiness. Among those are considerations discussed in the budget section of this report to modify the current payroll process, adjust several position classifications, as well as make adjustments to the current staffing and seniority bid procedures.

- Meetings - the following meetings/activities were held to further support the mission of our members and the District:

#### Internal

- Attended four (4) Executive Staff meetings
- Attended a General Staff meeting
- Attended a Governing Board meeting
- Attended multiple Accreditation meetings
- Attended two (2) budget meetings
- Attended three (3) Operations Division meetings
- Attended a Leadership Team Meeting
- Attended three (3) meetings relative to policy and procedure revision
- Attended a Medical Direction meeting with our Director and Associate Medical Director
- And, various other meetings with assigned personnel, other department managers, and other various stakeholders to collaboratively support other initiatives outside of operational services.

#### External

- Participated as an evaluator for the Mountain Vista Fire District (MVFD) Battalion Chief testing process
- Attended the Pima County Fire Chiefs meeting
- Attended a meeting with Pima County Assessor Bill Staples
- Attended a meeting with Golder Ranch Fire District (GRFD) command staff
- Attended a January 8 Foundation Resource Committee meeting
- Attended the funeral of Tucson Fire Department (TFD) Captain Greene

Note: Given the current workload and timeline associated with the recruitment, testing, and training process for academy 16-01, as well as of the reaccreditation process, operational services staff were not directed to provide a report for August in order to better resource these efforts towards mission success. Full monthly reports detailing the activities of our members will be provided at the next regularly scheduled meeting in October.

#### **GOALS**

Save lives, protect property, and care for our community.



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-66

6.A.4

Meeting: 09/27/16 06:00 PM

Department: Prevention and Safety Division

Category: Chief's Board Report

Prepared By: Heather D'Amico

Initiator: Donald P. Garcia

Sponsors:

DOC ID: 2344

## PREVENTION AND SAFETY REPORT Fire Marshal Donald P. Garcia September, 2016

We continue to evaluate, coordinate and direct all activities related to inspections, plan reviews, public education, training, strategic planning, and community partnerships.

Lisa Douglas is the Acting Lead Fire Inspector responsible for all inspections which includes new construction and "Own Your Zone" with some supervisory responsibilities and internal training specifically for the new trainees.

Lisa also completed her final International Code Council (ICC) exam, and is now a Certified Fire Marshal through the ICC.

Lead Fire Inspector Robinson continues to build relationships with the Town of Marana and are working toward a more streamlined approach to assist the customer. His additional responsibility as our RMS Manager for the Division has kept him busy as we transition to our new Emergency Reporting software. He employs the help of Jim Long in this task. In addition, Inspector Robinson is part of the annexation team and continues to assist in expanding our District to include all roads in north Marana.

Fire Plans Examiner Bob Camps continues to develop and implement the electronic plan review process along with the submittal checklists that will assist the customer with pre-loaded requirements for all plans. As of this month, our partnership with Pima County has evolved as we work together in the electronic plan submittal process for all projects within Unincorporated Pima County. The beta test of the Bluebeam software continues with Pima County looking to purchase and use the same software.

The Inspector Recruits have all completed their first year and have advanced to the level of Apprentice. They continue to grow and learn. The next phase consists of apartment complexes, restaurants, and they have started to study for the ICC Fire Inspector I exam. They are making great progress with inspections and fire investigations.

The 2016 -2017 school year has begun. Our Fire Inspectors will provide the District's public education / fire safety classes to the following grades:

Grade	Number of Classes	Number of Students	FYTD Students
<b>Kindergarten:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2<sup>nd</sup> Grade:</b>	<b>13</b>	<b>345</b>	<b>345</b>
<b>4<sup>th</sup> Grade:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Needs</b>	<b>0</b>	<b>0</b>	<b>0</b>

*\* School year August 2016-May 2017*



Prevention continues to meet with Gary West on the re-accreditation process. All Core Competencies and Performance Indicators pertaining to the Prevention Division have been submitted to Chief West for review. Work continues on gathering exhibits and supporting documents.

Inspector Marie West met with Deputy Chief Dave Resnick regarding staffing for the upcoming October Mini-Musters. Staffing has begun and is available via Telestaff.

Research continues on the possibility of implementing a web-based service for tracking and collecting annual fire protection contractor's inspection reports for all safety systems through "The Compliance Engine". It is a proactive, efficient process to review reports, notify customers, track deficiencies and ensures compliance.

### **DEVELOPMENT**

A new 18,000 SF shell building is being proposed on Travel Center Drive. The occupant is unknown at this time. (Continued from last report)

96,000 SF Marana Senior Center continues to move forward and is in plan review phase. Silverbell and Coachline area.

104,000 SF Sage Desert Assisted Living has completed the plan review process and we should expect that project to move forward in the coming weeks.

Arizona Pavilions Project (Petco, TJ Max, Ross, HomeGoods) has begun with slabs being poured. The plan review process is nearly complete for the final tenant improvements for this project.

### **PREVENTION AND SAFETY STATISTICS**

<b>Activity</b>	<b>Marana</b>	<b>Pima</b>	<b>August Total 2016</b>	<b>2016 YTD</b>
<b>Inspections</b>	78	163	241	1634
<b>Re-Inspections</b>	41	95	136	782
<b>Construction Inspections</b>	75	20	95	690
<b>Plan Review</b>	46	24	70	507
<b>Fire Investigations</b>	0	2	2	26
<b>Car Seat Inspections</b>	9	0	9	68

I also attended the following meetings:

- Executive Staff (4)
- Fire Chief

- Fire District Board Meeting
- General Staff
- Internal Division Meeting (Daily)
- Arizona Fire Marshal Association
- Southern Arizona Homebuilders Association (SAHBA)

**GOALS FOR SEPTEMBER INCLUDE:**

- Organize the Prevention section of the District web site.
- Complete standard details and Contractor's Guide and make available on our website
- Fire Protection Contractors Licensing Requirements
- Complete in house webinar training on NFPA 13 systems



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED**

### **FIRE CHIEF'S REPORT 2016-67**

6.A.5

Meeting: 09/27/16 06:00 PM  
Department: Human Resources  
Category: Chief's Board Report  
Prepared By: Patricia Aguilar

Initiator: Patricia Aguilar  
Sponsors:

DOC ID: 2345

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## **HUMAN RESOURCES REPORT**

### **Administrative Services Director Patricia Aguilar**

### **September, 2016**

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#### **ACTIVITIES:**

- Arizona State Retirement System (ASRS) meeting
- Launch Firefighter Recruitment to run for the month of September beginning with collecting 1000 completed and valid online employment applications, reviewing qualifications, reaching out to contact applicants on incorrect information or documents submitted.
- Begin administering General Aptitude Test to applicants for the Firefighter Position. Testing will last 12 days up to 3 x a day at 2 hours for each exam.
- Complete Accreditation
- Communicate with Benefit Committee regarding timeline for open enrollment
- Work on updating and reformatting personnel policies
- Begin distribution of newly reformatted job descriptions to Managers for review by them and their employees
- Attend Arizona Society for Human Resources Management (AZSHRM) Conference

#### **SHORT AND LONG TERM GOALS FOR 2016:**

- Recruitment for Operational and Administrative support positions
- Human Resources Annual Audit of Personnel Files
- Development of Record Retention and Destruction procedure
- Research options for a stand-alone Human Resource Information System



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-68

Meeting: 09/27/16 06:00 PM  
Department: Community Affairs  
Category: Chief's Board Report  
Prepared By: Trina Motto

Initiator: Trina Motto

Sponsors:

DOC ID: 2361

6.A.6

## COMMUNITY AFFAIRS BOARD REPORT

**Trina Motto, Manager**

**September (August 10 - September 13, 2016), 2016**

### ACTIVITIES:

- Continued creative development and placement of firefighter recruitment campaign; coordinated with HR, Training and the recruitment team (composed of internal team members from across the organization) on efforts, developed a promotional video for the recruitment process, solidified media schedule, placed and monitored recruitment ads, build recruitment application site, created social media content, developed and managed media stories, placed and distributed recruitment communications to staff and team
- Coordinated the activities of the Recruitment Team in line with recruitment campaign; managed two internal recruitment team meetings
- Collaborated with staff and consultants on content of FAQ sheet, bond info developed on website, finalized content/printing of voter information pamphlet to make bond election information readily available to public, communicated info to staff
- Continued development of the Standards of Cover document in partnership with Special Projects
- Coordinated a staff event in partnership with MPD and provided representation at a collaborative first-responder event in Oro Valley for September 11
- Back Office related items:
  - Worked with EMS to re-vamp their section under the Reference area
  - Posted several form updates for Warehouse staff
  - Posted several reports and updated contact documents to the site
  - Tested and implemented WordPress and theme updates released this month. These included security updates - priority was given to the testing and implementation of these updates.
- Public Website related items:
  - Created a call-out card on the homepage for Bond Election 2016; Created landing page for Bond Election 2016 related content
  - Create job posting page and all related materials for the current Firefighter recruitment; feature banner for homepage for the firefighter recruitment
  - Posted updates to the FAQ section of the recruitment page to clarify information for applicants based on questions received by HR/Staff
  - Created Status and Test Scheduling page for applicants to check their status in the recruitment process and check their test schedule
  - Met with Prevention staff to discuss their needs for changes to the Prevention

- area of website. Created a staging site for them to start editing their content and instructed them in its use/how to edit items on their staging site
- Tested and implemented WordPress and theme updates released this month. These included security updates, so priority was given to the testing and implementation of these updates.
  - Office 365 related items:
    - Began upgrading all workstations to Office 2016. All computers at training have been upgraded; Admin and Fire Station computers are next
    - Facilitated access to Accreditation and SOC SharePoint sites for employees/staff working on documents; addressed check-in/check-out issues with documents on those sites
  - Consulted with colleagues on organizational projects requiring editorial or design/layout input
  - Coordinated NWFD's representation at various community events in conjunction with Administration, Support Services, and Operations (i.e. Safety events, *Marana Chamber of Commerce, September 11 events in OV and at Training* )
  - Attended internal meetings and events as required or requested; inclusive of morning check-ins, Executive, Leadership, & General Staff, Communications, and various internal meetings (i.e. *Recruitment, Accreditation, Annexation, Bond Election info meetings, etc...*)
  - Met with neighboring Districts, agencies, organizations, and municipalities to promote information and resource sharing in line with cooperative teaming plans (i.e. *Oro Valley Police, Pima County Sheriffs, Marana Police, Marana Health Center*)
  - Monitored media; managed public safety messaging and press for the following:
    - 8/3/2016 A dump truck hauling a trailer with a full size back hoe was turning east onto Ina from La Canada when the trailer rolled onto its side. There were no injuries, but traffic was reduced to one lane for several hours.
    - 8/9/2016: An active shooter drill was held at NWFD training. This was part of a conference being held for DOT representatives from all 50 states in conjunction with the TSA. Pima County Sheriff performed the drill with NWFD participating as simulated first responders. All local media and print were on site and covered the story. Front page story resulted in the Marana News the following week.
    - 8/25/2016: A car with two occupants lost control on Aerie drive and came to rest in a wash that feeds into the CDO wash. Two patients transported by NWFD.
    - 9/1/2016: A house fire at the corner of Ina and Shalimar was contained to a small portion of the garage. Units were on scene within three minutes and had the fire out within ten minutes of arrival.

- 9/7/2016: The Marana News ran an article about NWFD hiring on the front page of their paper. The photographer rode along with EN 331 to capture images and information.
- 9/12/2016: KOLD ran a taped interview about NWFD hiring on the morning newscast as well as online.
- 9/12/2016: An accident on west bound I-10 at Avra Valley resulted in seven people being transported. The right lane of I-10 was closed for two hours while fire and law enforcement personnel mitigated the scene.
- 9/12/2016: A tree was knocked over as a result of a storm and landed on a mobile home blocking the door. An uninjured 81-year-old woman was unable to get out of the home when EN 331 forced open a back door to help her exit.
- 9/13/2016: Arizona Public Radio did an interview associated with the storm damage and tree on the home from the day prior.

**GOALS:**

- Continue to work with staff and consultants on providing Bond Election Information
- Conduct and AAR of recruitment efforts with Recruitment team, HR, and Training; As the recruitment process has officially come to an early close with the District's acceptance of 1,000 applications, assist staff with further recruitment messaging
- Continue to provide layout and design direction, as well as production support, on the Standards of Cover document
- Continue work on accreditation requirements as needed
- Continue to coordinate with Special Projects on Strategic Plan refresh; coordinate with Division and Department heads to facilitate Strategic Plan Goal #2 and #3 objectives
- Finalize Phase III of 365 training in partnership with IT to be offered across the organization
- Partner with OVPD to coordinate a PIO work group and networking session in October at the NWFD Training Center
- Attend professional development opportunities: continued Social Media and digital communications training
- Create educational communications relative to resident status in/out of District
- Continue development of communication projects including: graphic standards and mission, vision, & values posters
- Update Digital Imaging Policy update with HR, Ops
- Promote seasonal, proactive and medical safety messaging for general public and associated event attendees
- Work with Divisions on addressing internal/external messaging projects





## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

### SCHEDULED

## FIRE CHIEF'S REPORT 2016-69

6.A.7

Meeting: 09/27/16 06:00 PM

Department: Logistics

Category: Battalion Chief Report

Prepared By: Dugger Hughes

Initiator: Dugger Hughes

Sponsors:

DOC ID: 2353

## LOGISTICS BOARD REPORT

**Deputy Chief Hughes  
September, 2016**

### **ACTIVITIES:**

The District's Fire Equipment Worker and PPE Maintenance Worker continue their work on the Equipment Service Center (ESC), making necessary improvements to finalize their move from the Warehouse. All SCBA and specialized equipment maintenance is now handled at the ESC, and the Fire Equipment Worker is now based out of this facility full time. The PPE Maintenance Worker should be totally moved to this new site within the next month, pending the installation of some specialized equipment. This move will provide these technicians the necessary space for their ever increasing workload, and will also free up much needed room at the Logistics/Warehouse Facility.

The driveway remodel at Station 33 is complete, and in use. We are currently awaiting final County Permit approval, and should hopefully have it by the time of this meeting.

Our uniform vendor has been working on their website and District personnel should be able to order all uniform components online before the end of the month.

A change in the way we procure copy paper was implemented, thanks to a suggestion from the District's Procurement Staff. All paper is now ordered by the pallet load, kept at the Warehouse, and delivered by the District Courier when ordered. This replaces the independent ordering that individual departments previously completed. The movement of the PPE personal to the ESC provided us the necessary space at the Warehouse to allow this to happen, and it will save the District's Office Supply budget significant money over the course of the year.

### **Facilities:**

- Installation of electrical and data hardware for the EMS vending machines has been completed.
- Work on the District Alarm systems is still in progress, with the desired end product being one company monitoring all of our facilities through the use of cell phone monitoring. Currently we have multiple monitoring vendors, and hard line phone connections.
- There were 45 Work Orders completed in Facilities Management this past month, with 24 of these being HVAC related.

### **Personal Protective Equipment:**

- Both personnel in this Division continued their work on excavation, plumbing,

and electrical work to facilitate the installation of the commercial washer/extractor. They also custom built a new work bench, and redesigned existing lockers to meet the needs of PPE, SCBA, and other specialized equipment storage and repair.

- There were 23 Work Orders completed for SCBA maintenance and repair.
- 36 Work Orders for PPE maintenance, cleaning, and repair were completed.
- Overall, there were 64 Work Orders processed this past month.

**Warehouse:**

- The Warehouse Supervisor worked closely with the uniform vendor in establishing the new website that will allow all employees to order their uniform components online.
- There were 36 EMS supply orders processed this month, with 91 Oxygen cylinders switched out.
- A total of 23 Station Supply orders, 13 Office Supply orders, 27 In-House Uniform orders, and 46 Special Uniform orders were processed this month.

**Fleet:**

- The two new Rescues were delivered in August. The Fleet personnel have been busy making necessary modifications, adding striping, lighting, and other necessary items to have them ready for service. We anticipate them going into Service for the District by the end of September, dependent on DHS inspection and approval.
- Fleet completed 14 scheduled Work Orders.
- The Fleet Department also completed 56 unscheduled Work Orders.
- There are currently 50 active Work Orders that Fleet personnel are working on.
- The District switched to a new Fuel Vendor, WEX, and due to this switch we have been unable to gather the necessary data for total miles driven and fuel used this past month. Hopefully we can have these numbers for the next Board meeting.



## Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED**

### FIRE CHIEF'S REPORT 2016-70

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6.A.8

Meeting: 09/27/16 06:00 PM

Department: Finance

Category: Chief's Board Report

Prepared By: Dave Gephart

Initiator: Dave Gephart

Sponsors:

DOC ID: 2357

## FINANCE REPORT

### Finance Director David Gephart

### September, 2016

#### **ACTIVITIES:**

- Continued processing vendor and payroll payments
- Continued working on accreditation
- Continued work on fiscal year end
- Started working on payroll simplification

#### **GOALS:**

- Complete year end closing and entertain auditors
- Continue processing vendor and payroll payments
- Continue participation on leadership team
- Work on policy revisions



## **Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

### **SCHEDULED**

## **FINANCIAL REPORTS 2016-9**

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Meeting: 09/27/16 06:00 PM

Department: Finance

Category: Financial Report

Prepared By: Phyllis Schumacher

Initiator: Phyllis Schumacher

Sponsors:

DOC ID: 2354

### **ATTACHMENTS:**

- July 2016 Monthly Board Rept Fund Balance (PDF)
- July 2016 Monthly Budget Report (PDF)
- July 2016 Monthly Board Report-Pooled Cash Report (PDF)
- July 2016 Comparison Revenue Received Current Year-Prior Year (PDF)
- July 2016 Monthly Check Report (PDF)



NORTHWEST FIRE DISTRICT AZ

## Monthly Board Rept Fund Balance

As Of 07/31/2016

Fund	Beginning Balance	Total Revenues	Total Expenses	Ending Balance
100 - GENERAL FUND	5,227,034.13	299,222.69	1,684,680.10	3,841,576.72
110 - MEDICAL SELF INSURANCE	2,057,410.80	50,683.04	118,071.18	1,990,022.66
200 - WILDLAND FUND	335,946.54	0.00	92,482.92	243,463.62
250 - AMBULANCE FUND	694,376.71	163,985.65	100,108.13	758,254.23
400 - CAPITAL PROJECTS	582,183.11	1,841.60	0.00	584,024.71
410 - CAPITAL IMPROVEMENTS	0.00	0.00	0.00	0.00
450 - CAPITAL RESERVE	1,207,493.00	0.00	0.00	1,207,493.00
480 - GRANT PROGRAM	1,223,195.69	0.00	7,334.82	1,215,860.87
500 - GO DEBT SERVICE	1,007,919.71	23,388.02	614,837.50	416,470.23
800 - GENERAL FIXED ASSETS	0.00	0.00	0.00	0.00
999 - POOLED CASH	0.00	0.00	0.00	0.00
<b>Report Total:</b>	<b>12,335,559.69</b>	<b>539,121.00</b>	<b>2,617,514.65</b>	<b>10,257,166.04</b>



## NORTHWEST FIRE DISTRICT AZ

Attachment: July 2016 Monthly Budget Report (FR-2016-9 : Financial Reports)

Monthly Budget Report  
Account Summary

For Fiscal: 2016-2017 Period Ending: 07/31/2017

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
<b>Fund: 100 - GENERAL FUND</b>						
<b>Revenue</b>						
<b>FinancialRpt: 2 - Community Safety</b>						
<b>Department: 2100 - PREVENTION &amp; SAFETY</b>						
<a href="#">100-2100-42330-000</a> Prevention Service Fees	0.00	0.00	-50.00	-50.00	-50.00	0.00 %
<a href="#">100-2100-42335-000</a> Prevention Review Fees	150,000.00	150,000.00	12,320.12	12,320.12	-137,679.88	91.79 %
<b>Department: 2100 - PREVENTION &amp; SAFETY Total:</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>12,270.12</b>	<b>12,270.12</b>	<b>-137,729.88</b>	<b>91.82 %</b>
<b>Department: 2300 - BEHAVIORAL HLTH/COMM SVC</b>						
<a href="#">100-2300-45000-000</a> Donations & Contributions	0.00	0.00	145.00	145.00	145.00	0.00 %
<b>Department: 2300 - BEHAVIORAL HLTH/COMM SVC Total:</b>	<b>0.00</b>	<b>0.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>0.00 %</b>
<b>FinancialRpt: 2 - Community Safety Total:</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>12,415.12</b>	<b>12,415.12</b>	<b>-137,584.88</b>	<b>91.72 %</b>
<b>FinancialRpt: 3 - Operational</b>						
<b>Department: 3100 - TRAINING</b>						
<a href="#">100-3100-42700-000</a> Facility Use Revenue	20,000.00	20,000.00	2,450.00	2,450.00	-17,550.00	87.75 %
<a href="#">100-3100-44100-000</a> Training Revenue	20,000.00	20,000.00	200.00	200.00	-19,800.00	99.00 %
<b>Department: 3100 - TRAINING Total:</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>2,650.00</b>	<b>2,650.00</b>	<b>-37,350.00</b>	<b>93.38 %</b>
<b>FinancialRpt: 3 - Operational Total:</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>2,650.00</b>	<b>2,650.00</b>	<b>-37,350.00</b>	<b>93.38 %</b>
<b>FinancialRpt: 9 - Undesignated</b>						
<b>Department: 9000 - NON-DEPARTMENTAL</b>						
<a href="#">100-9000-40000-000</a> Beginning Fund Balance	5,000,000.00	5,000,000.00	0.00	0.00	-5,000,000.00	100.00 %
<a href="#">100-9000-41100-000</a> Property Taxes-CY	27,957,283.00	27,957,283.00	0.00	0.00	-27,957,283.00	100.00 %
<a href="#">100-9000-41150-000</a> Property Taxes-PY	400,000.00	400,000.00	188,314.13	188,314.13	-211,685.87	52.92 %
<a href="#">100-9000-41200-000</a> FDAT-CY	390,000.00	390,000.00	0.00	0.00	-390,000.00	100.00 %
<a href="#">100-9000-41250-000</a> FDAT-PY	0.00	0.00	3,752.96	3,752.96	3,752.96	0.00 %
<a href="#">100-9000-42310-000</a> Fire Protection Fees	10,000.00	10,000.00	0.00	0.00	-10,000.00	100.00 %
<a href="#">100-9000-42360-000</a> Technology Maint Revenue	32,000.00	32,000.00	2,941.78	2,941.78	-29,058.22	90.81 %
<a href="#">100-9000-42390-000</a> Dispatch Revenue	600,000.00	600,000.00	42,350.41	42,350.41	-557,649.59	92.94 %
<a href="#">100-9000-42600-000</a> Rents And Leases	45,000.00	45,000.00	4,500.00	4,500.00	-40,500.00	90.00 %
<a href="#">100-9000-43100-000</a> Investment Revenue	50,000.00	50,000.00	6,585.66	6,585.66	-43,414.34	86.83 %
<a href="#">100-9000-46000-000</a> Miscellaneous Revenue	2,500.00	2,500.00	78.60	78.60	-2,421.40	96.86 %
<a href="#">100-9000-46100-000</a> State Insurance Program	300,000.00	300,000.00	35,634.03	35,634.03	-264,365.97	88.12 %
<b>Department: 9000 - NON-DEPARTMENTAL Total:</b>	<b>34,786,783.00</b>	<b>34,786,783.00</b>	<b>284,157.57</b>	<b>284,157.57</b>	<b>-34,502,625.43</b>	<b>99.18 %</b>
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>34,786,783.00</b>	<b>34,786,783.00</b>	<b>284,157.57</b>	<b>284,157.57</b>	<b>-34,502,625.43</b>	<b>99.18 %</b>
<b>Revenue Total:</b>	<b>34,976,783.00</b>	<b>34,976,783.00</b>	<b>299,222.69</b>	<b>299,222.69</b>	<b>-34,677,560.31</b>	<b>99.14 %</b>
<b>Expense</b>						
<b>FinancialRpt: 1 - Administrative Costs</b>						
<b>Department: 1200 - FIRE CHIEF</b>						
<a href="#">100-1200-51110-000</a> Salaries	162,897.00	162,897.00	10,936.22	10,936.22	151,960.78	93.29 %
<a href="#">100-1200-51190-000</a> PTO Paid Out	4,887.00	4,887.00	0.00	0.00	4,887.00	100.00 %
<a href="#">100-1200-51211-000</a> Medical Insurance	10,583.00	10,583.00	0.00	0.00	10,583.00	100.00 %
<a href="#">100-1200-51212-000</a> Dental Insurance	489.00	489.00	0.00	0.00	489.00	100.00 %
<a href="#">100-1200-51213-000</a> Vision Insurance	96.00	96.00	0.00	0.00	96.00	100.00 %
<a href="#">100-1200-51215-000</a> PSPRS-Cancer Insurance	50.00	50.00	0.00	0.00	50.00	100.00 %
<a href="#">100-1200-51216-000</a> Life Insurance	60.00	60.00	4.80	4.80	55.20	92.00 %
<a href="#">100-1200-51218-000</a> STD Insurance	572.00	572.00	18.02	18.02	553.98	96.85 %
<a href="#">100-1200-51231-000</a> Medicare	2,433.00	2,433.00	158.49	158.49	2,274.51	93.49 %
<a href="#">100-1200-51250-000</a> PSPRS	36,040.00	36,040.00	1,013.79	1,013.79	35,026.21	97.19 %
<a href="#">100-1200-51270-000</a> Workers Compensation	8,758.00	8,758.00	0.00	0.00	8,758.00	100.00 %
<a href="#">100-1200-51280-000</a> Deferred Compensation	18,456.00	18,456.00	1,224.86	1,224.86	17,231.14	93.36 %
<a href="#">100-1200-51290-000</a> PEHP	1,678.00	1,678.00	0.00	0.00	1,678.00	100.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-1200-52110-000</a>	Office Supplies	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-1200-52160-000</a>	Dues, Memberships & Subscripti	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-1200-52170-000</a>	Travel & Per Diem	3,000.00	3,000.00	1,628.14	1,628.14	1,371.86	45.73 %
<a href="#">100-1200-52177-000</a>	Meals & Entertainment	2,000.00	2,000.00	93.69	93.69	1,906.31	95.32 %
<a href="#">100-1200-52180-000</a>	Training	5,000.00	5,000.00	1,340.00	1,340.00	3,660.00	73.20 %
<a href="#">100-1200-52196-000</a>	Employee Recognition	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-1200-52270-000</a>	Organizational Development	3,500.00	3,500.00	0.00	0.00	3,500.00	100.00 %
<a href="#">100-1200-52310-000</a>	Cell Phones & Pagers	2,200.00	2,200.00	393.07	393.07	1,806.93	82.13 %
<b>Department: 1200 - FIRE CHIEF Total:</b>		<b>265,799.00</b>	<b>265,799.00</b>	<b>16,811.08</b>	<b>16,811.08</b>	<b>248,987.92</b>	<b>93.68 %</b>
<b>Department: 1220 - FIRE OPERATIONS - ADMIN</b>							
<a href="#">100-1220-51110-000</a>	Salaries	884,255.00	781,880.00	53,080.63	53,080.63	728,799.37	93.21 %
<a href="#">100-1220-51190-000</a>	PTO Paid Out	26,528.00	23,457.00	0.00	0.00	23,457.00	100.00 %
<a href="#">100-1220-51211-000</a>	Medical Insurance	84,664.00	74,081.00	0.00	0.00	74,081.00	100.00 %
<a href="#">100-1220-51212-000</a>	Dental Insurance	3,912.00	3,423.00	0.00	0.00	3,423.00	100.00 %
<a href="#">100-1220-51213-000</a>	Vision Insurance	768.00	672.00	0.00	0.00	672.00	100.00 %
<a href="#">100-1220-51215-000</a>	PSPRS-Cancer Insurance	400.00	350.00	0.00	0.00	350.00	100.00 %
<a href="#">100-1220-51216-000</a>	Life Insurance	480.00	420.00	23.01	23.01	396.99	94.52 %
<a href="#">100-1220-51218-000</a>	STD Insurance	3,107.00	2,747.00	86.39	86.39	2,660.61	96.86 %
<a href="#">100-1220-51231-000</a>	Medicare	13,206.00	11,677.00	757.57	757.57	10,919.43	93.51 %
<a href="#">100-1220-51250-000</a>	PSPRS	192,764.00	170,774.00	9,802.74	9,802.74	160,971.26	94.26 %
<a href="#">100-1220-51270-000</a>	Workers Compensation	47,543.00	42,039.00	0.00	0.00	42,039.00	100.00 %
<a href="#">100-1220-51280-000</a>	Deferred Compensation	0.00	0.00	569.47	569.47	-569.47	0.00 %
<a href="#">100-1220-51290-000</a>	PEHP	9,107.00	8,053.00	0.00	0.00	8,053.00	100.00 %
<a href="#">100-1220-52110-000</a>	Office Supplies	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-1220-52139-000</a>	Operational Equipment	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-1220-52140-000</a>	Operational Supplies	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-1220-52160-000</a>	Dues, Memberships & Subscripti	1,000.00	1,000.00	429.00	429.00	571.00	57.10 %
<a href="#">100-1220-52170-000</a>	Travel & Per Diem	8,900.00	8,900.00	114.02	114.02	8,785.98	98.72 %
<a href="#">100-1220-52177-000</a>	Meals & Entertainment	400.00	400.00	0.00	0.00	400.00	100.00 %
<a href="#">100-1220-52180-000</a>	Training	4,200.00	4,200.00	660.00	660.00	3,540.00	84.29 %
<a href="#">100-1220-52310-000</a>	Cell Phones & Pagers	2,000.00	2,000.00	989.32	989.32	1,010.68	50.53 %
<a href="#">100-1220-52360-000</a>	Television	1,000.00	1,000.00	68.21	68.21	931.79	93.18 %
<b>Department: 1220 - FIRE OPERATIONS - ADMIN Total:</b>		<b>1,284,734.00</b>	<b>1,137,573.00</b>	<b>66,580.36</b>	<b>66,580.36</b>	<b>1,070,992.64</b>	<b>94.15 %</b>
<b>Department: 1230 - ADMINISTRATIVE SERVICES</b>							
<a href="#">100-1230-51110-000</a>	Salaries	65,472.00	65,472.00	0.00	0.00	65,472.00	100.00 %
<a href="#">100-1230-51120-000</a>	Hourly	119,725.00	119,725.00	7,850.88	7,850.88	111,874.12	93.44 %
<a href="#">100-1230-51150-000</a>	Overtime	1,493.00	1,493.00	129.46	129.46	1,363.54	91.33 %
<a href="#">100-1230-51190-000</a>	PTO Paid Out	5,601.00	5,601.00	0.00	0.00	5,601.00	100.00 %
<a href="#">100-1230-51211-000</a>	Medical Insurance	42,332.00	42,332.00	0.00	0.00	42,332.00	100.00 %
<a href="#">100-1230-51212-000</a>	Dental Insurance	1,956.00	1,956.00	0.00	0.00	1,956.00	100.00 %
<a href="#">100-1230-51213-000</a>	Vision Insurance	384.00	384.00	0.00	0.00	384.00	100.00 %
<a href="#">100-1230-51216-000</a>	Life Insurance	240.00	240.00	14.40	14.40	225.60	94.00 %
<a href="#">100-1230-51218-000</a>	STD Insurance	961.00	961.00	32.72	32.72	928.28	96.60 %
<a href="#">100-1230-51230-000</a>	Social Security	11,922.00	11,922.00	491.66	491.66	11,430.34	95.88 %
<a href="#">100-1230-51231-000</a>	Medicare	2,788.00	2,788.00	114.99	114.99	2,673.01	95.88 %
<a href="#">100-1230-51251-000</a>	ASRS	22,075.00	22,075.00	916.16	916.16	21,158.84	95.85 %
<a href="#">100-1230-51270-000</a>	Workers Compensation	731.00	731.00	0.00	0.00	731.00	100.00 %
<a href="#">100-1230-51290-000</a>	PEHP	1,923.00	1,923.00	0.00	0.00	1,923.00	100.00 %
<a href="#">100-1230-52110-000</a>	Office Supplies	3,500.00	3,500.00	67.09	67.09	3,432.91	98.08 %
<a href="#">100-1230-52112-000</a>	Copier Supplies	2,500.00	2,500.00	179.27	179.27	2,320.73	92.83 %
<a href="#">100-1230-52115-000</a>	Fees	3,600.00	3,600.00	0.00	0.00	3,600.00	100.00 %
<a href="#">100-1230-52120-000</a>	Printing & Duplicating	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-1230-52130-000</a>	Computer Supplies	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-1230-52150-000</a>	Postage & Mailings	6,588.00	6,588.00	54.31	54.31	6,533.69	99.18 %
<a href="#">100-1230-52160-000</a>	Dues, Memberships & Subscripti	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-1230-52170-000</a>	Travel & Per Diem	2,000.00	2,000.00	860.60	860.60	1,139.40	56.97 %
<a href="#">100-1230-52180-000</a>	Training	3,000.00	3,000.00	310.00	310.00	2,690.00	89.67 %
<a href="#">100-1230-52195-000</a>	Election Costs	50,000.00	0.00	0.00	0.00	0.00	0.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-1230-52195-008</a>	Election Costs	0.00	50,000.00	0.00	0.00	50,000.00	100.00 %
<a href="#">100-1230-52198-000</a>	Books & Periodicals	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-1230-52223-000</a>	Consultants-General	29,000.00	29,000.00	2,000.00	2,000.00	27,000.00	93.10 %
<a href="#">100-1230-52227-000</a>	Contract Labor	5,000.00	5,000.00	610.40	610.40	4,389.60	87.79 %
<a href="#">100-1230-52230-000</a>	Engineering & Architectural	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
<a href="#">100-1230-52250-000</a>	Legal Advertising	7,000.00	7,000.00	0.00	0.00	7,000.00	100.00 %
<a href="#">100-1230-52260-000</a>	Legal	59,045.00	59,045.00	0.00	0.00	59,045.00	100.00 %
<a href="#">100-1230-52310-000</a>	Cell Phones & Pagers	1,275.00	1,275.00	73.70	73.70	1,201.30	94.22 %
<a href="#">100-1230-52320-000</a>	Electric	30,000.00	30,000.00	3,267.09	3,267.09	26,732.91	89.11 %
<a href="#">100-1230-52340-000</a>	Refuse Removal	1,000.00	1,000.00	122.02	122.02	877.98	87.80 %
<a href="#">100-1230-52350-000</a>	Telephone	18,000.00	18,000.00	1,449.11	1,449.11	16,550.89	91.95 %
<a href="#">100-1230-52370-000</a>	Water & Sewer	900.00	900.00	36.13	36.13	863.87	95.99 %
<a href="#">100-1230-52410-000</a>	Claim Settlement	5,000.00	5,000.00	-1,266.59	-1,266.59	6,266.59	125.33 %
<a href="#">100-1230-52430-000</a>	Gen. Liab. & Auto Insurance	124,440.00	124,440.00	69,083.33	69,083.33	55,356.67	44.48 %
<a href="#">100-1230-52540-000</a>	Building Services	0.00	0.00	75.00	75.00	-75.00	0.00 %
<a href="#">100-1230-52560-000</a>	Equipment Services	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-1230-52620-000</a>	Equipment Rental	10,400.00	10,400.00	513.43	513.43	9,886.57	95.06 %
<b>Department: 1230 - ADMINISTRATIVE SERVICES Total:</b>		<b>647,751.00</b>	<b>647,751.00</b>	<b>86,985.16</b>	<b>86,985.16</b>	<b>560,765.84</b>	<b>86.57 %</b>
<b>Department: 1240 - HUMAN RESOURCES</b>							
<a href="#">100-1240-51110-000</a>	Salaries	118,075.00	118,075.00	7,785.17	7,785.17	110,289.83	93.41 %
<a href="#">100-1240-51120-000</a>	Hourly	143,343.00	143,343.00	11,337.41	11,337.41	132,005.59	92.09 %
<a href="#">100-1240-51150-000</a>	Overtime	2,867.00	2,867.00	749.47	749.47	2,117.53	73.86 %
<a href="#">100-1240-51190-000</a>	PTO Paid Out	7,929.00	7,929.00	0.00	0.00	7,929.00	100.00 %
<a href="#">100-1240-51211-000</a>	Medical Insurance	42,332.00	42,332.00	0.00	0.00	42,332.00	100.00 %
<a href="#">100-1240-51212-000</a>	Dental Insurance	1,956.00	1,956.00	0.00	0.00	1,956.00	100.00 %
<a href="#">100-1240-51213-000</a>	Vision Insurance	384.00	384.00	0.00	0.00	384.00	100.00 %
<a href="#">100-1240-51216-000</a>	Life Insurance	240.00	240.00	19.20	19.20	220.80	92.00 %
<a href="#">100-1240-51217-000</a>	AD&D Insurance	11,000.00	11,000.00	5,388.51	5,388.51	5,611.49	51.01 %
<a href="#">100-1240-51218-000</a>	STD Insurance	1,361.00	1,361.00	62.32	62.32	1,298.68	95.42 %
<a href="#">100-1240-51230-000</a>	Social Security	16,877.00	16,877.00	1,215.89	1,215.89	15,661.11	92.80 %
<a href="#">100-1240-51231-000</a>	Medicare	3,947.00	3,947.00	284.36	284.36	3,662.64	92.80 %
<a href="#">100-1240-51251-000</a>	ASRS	31,250.00	31,250.00	2,281.32	2,281.32	28,968.68	92.70 %
<a href="#">100-1240-51270-000</a>	Workers Compensation	1,035.00	1,035.00	0.00	0.00	1,035.00	100.00 %
<a href="#">100-1240-51290-000</a>	PEHP	2,722.00	2,722.00	0.00	0.00	2,722.00	100.00 %
<a href="#">100-1240-52110-000</a>	Office Supplies	2,000.00	2,000.00	768.60	768.60	1,231.40	61.57 %
<a href="#">100-1240-52120-000</a>	Printing & Duplicating	2,000.00	2,000.00	46.70	46.70	1,953.30	97.67 %
<a href="#">100-1240-52160-000</a>	Dues, Memberships & Subscripti	3,448.00	3,448.00	190.00	190.00	3,258.00	94.49 %
<a href="#">100-1240-52170-000</a>	Travel & Per Diem	2,632.00	2,632.00	177.00	177.00	2,455.00	93.28 %
<a href="#">100-1240-52177-000</a>	Meals & Entertainment	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-1240-52180-000</a>	Training	3,742.00	3,742.00	2,587.50	2,587.50	1,154.50	30.85 %
<a href="#">100-1240-52198-000</a>	Books & Periodicals	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-1240-52223-000</a>	Consultants-General	40,000.00	40,000.00	0.00	0.00	40,000.00	100.00 %
<a href="#">100-1240-52240-000</a>	Health Services	76,860.00	76,860.00	6,731.70	6,731.70	70,128.30	91.24 %
<a href="#">100-1240-52270-000</a>	Organizational Development	5,793.00	5,793.00	-3,103.16	-3,103.16	8,896.16	153.57 %
<a href="#">100-1240-52280-000</a>	Recruitment	9,000.00	9,000.00	0.00	0.00	9,000.00	100.00 %
<a href="#">100-1240-52290-000</a>	Testing & Background Services	6,000.00	6,000.00	0.00	0.00	6,000.00	100.00 %
<a href="#">100-1240-52310-000</a>	Cell Phones & Pagers	1,650.00	1,650.00	287.38	287.38	1,362.62	82.58 %
<a href="#">100-1240-52540-000</a>	Building Services	350.00	350.00	75.00	75.00	275.00	78.57 %
<b>Department: 1240 - HUMAN RESOURCES Total:</b>		<b>542,293.00</b>	<b>542,293.00</b>	<b>36,884.37</b>	<b>36,884.37</b>	<b>505,408.63</b>	<b>93.20 %</b>
<b>Department: 1250 - FINANCE</b>							
<a href="#">100-1250-51110-000</a>	Salaries	188,900.00	188,900.00	12,032.97	12,032.97	176,867.03	93.63 %
<a href="#">100-1250-51120-000</a>	Hourly	150,904.00	150,904.00	9,909.11	9,909.11	140,994.89	93.43 %
<a href="#">100-1250-51150-000</a>	Overtime	3,018.00	3,018.00	60.82	60.82	2,957.18	97.98 %
<a href="#">100-1250-51190-000</a>	PTO Paid Out	10,284.00	10,284.00	0.00	0.00	10,284.00	100.00 %
<a href="#">100-1250-51211-000</a>	Medical Insurance	52,915.00	52,915.00	0.00	0.00	52,915.00	100.00 %
<a href="#">100-1250-51212-000</a>	Dental Insurance	2,445.00	2,445.00	0.00	0.00	2,445.00	100.00 %
<a href="#">100-1250-51213-000</a>	Vision Insurance	480.00	480.00	0.00	0.00	480.00	100.00 %
<a href="#">100-1250-51216-000</a>	Life Insurance	300.00	300.00	24.00	24.00	276.00	92.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-1250-51218-000</a>	STD Insurance	1,766.00	1,766.00	75.75	75.75	1,690.25	95.1%
<a href="#">100-1250-51230-000</a>	Social Security	21,893.00	21,893.00	1,311.11	1,311.11	20,581.89	94.0%
<a href="#">100-1250-51231-000</a>	Medicare	5,120.00	5,120.00	306.63	306.63	4,813.37	94.01 %
<a href="#">100-1250-51251-000</a>	ASRS	40,536.00	40,536.00	2,525.92	2,525.92	38,010.08	93.77 %
<a href="#">100-1250-51270-000</a>	Workers Compensation	1,342.00	1,342.00	0.00	0.00	1,342.00	100.00 %
<a href="#">100-1250-51290-000</a>	PEHP	3,531.00	3,531.00	0.00	0.00	3,531.00	100.00 %
<a href="#">100-1250-52110-000</a>	Office Supplies	1,500.00	1,500.00	42.70	42.70	1,457.30	97.15 %
<a href="#">100-1250-52115-000</a>	Fees	5,856.00	5,856.00	5,700.20	5,700.20	155.80	2.66 %
<a href="#">100-1250-52120-000</a>	Printing & Duplicating	700.00	700.00	0.00	0.00	700.00	100.00 %
<a href="#">100-1250-52160-000</a>	Dues, Memberships & Subscripti	1,415.00	1,415.00	255.00	255.00	1,160.00	81.98 %
<a href="#">100-1250-52170-000</a>	Travel & Per Diem	1,700.00	1,700.00	0.00	0.00	1,700.00	100.00 %
<a href="#">100-1250-52180-000</a>	Training	1,300.00	1,300.00	150.00	150.00	1,150.00	88.46 %
<a href="#">100-1250-52198-000</a>	Books & Periodicals	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-1250-52210-000</a>	Accounting & Auditing	17,568.00	17,568.00	0.00	0.00	17,568.00	100.00 %
<a href="#">100-1250-52310-000</a>	Cell Phones & Pagers	300.00	300.00	80.74	80.74	219.26	73.09 %
<a href="#">100-1250-52550-000</a>	Equipment Supplies	1,200.00	1,200.00	0.00	0.00	1,200.00	100.00 %
<b>Department: 1250 - FINANCE Total:</b>		<b>515,173.00</b>	<b>515,173.00</b>	<b>32,474.95</b>	<b>32,474.95</b>	<b>482,698.05</b>	<b>93.70 %</b>
<b>Department: 1280 - COMMUNITY AFFAIRS</b>							
<a href="#">100-1280-51110-000</a>	Salaries	85,325.00	85,325.00	5,530.24	5,530.24	79,794.76	93.52 %
<a href="#">100-1280-51120-000</a>	Hourly	75,007.00	75,007.00	6,117.23	6,117.23	68,889.77	91.84 %
<a href="#">100-1280-51150-000</a>	Overtime	9,098.00	9,098.00	547.83	547.83	8,550.17	93.98 %
<a href="#">100-1280-51190-000</a>	PTO Paid Out	5,082.00	5,082.00	0.00	0.00	5,082.00	100.00 %
<a href="#">100-1280-51211-000</a>	Medical Insurance	21,166.00	21,166.00	0.00	0.00	21,166.00	100.00 %
<a href="#">100-1280-51212-000</a>	Dental Insurance	978.00	978.00	0.00	0.00	978.00	100.00 %
<a href="#">100-1280-51213-000</a>	Vision Insurance	192.00	192.00	0.00	0.00	192.00	100.00 %
<a href="#">100-1280-51216-000</a>	Life Insurance	120.00	120.00	9.60	9.60	110.40	92.00 %
<a href="#">100-1280-51218-000</a>	STD Insurance	873.00	873.00	36.04	36.04	836.96	95.87 %
<a href="#">100-1280-51230-000</a>	Social Security	5,449.00	5,449.00	333.06	333.06	5,115.94	93.89 %
<a href="#">100-1280-51231-000</a>	Medicare	2,530.00	2,530.00	171.99	171.99	2,358.01	93.20 %
<a href="#">100-1280-51250-000</a>	PSPRS	18,608.00	18,608.00	1,431.65	1,431.65	17,176.35	92.31 %
<a href="#">100-1280-51251-000</a>	ASRS	10,089.00	10,089.00	634.88	634.88	9,454.12	93.71 %
<a href="#">100-1280-51270-000</a>	Workers Compensation	9,110.00	9,110.00	0.00	0.00	9,110.00	100.00 %
<a href="#">100-1280-51290-000</a>	PEHP	1,745.00	1,745.00	0.00	0.00	1,745.00	100.00 %
<a href="#">100-1280-52110-000</a>	Office Supplies	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-1280-52111-000</a>	Photographic Supplies	600.00	600.00	0.00	0.00	600.00	100.00 %
<a href="#">100-1280-52160-000</a>	Dues, Memberships & Subscripti	400.00	400.00	0.00	0.00	400.00	100.00 %
<a href="#">100-1280-52170-000</a>	Travel & Per Diem	350.00	350.00	0.00	0.00	350.00	100.00 %
<a href="#">100-1280-52177-000</a>	Meals & Entertainment	520.00	520.00	0.00	0.00	520.00	100.00 %
<a href="#">100-1280-52180-000</a>	Training	2,400.00	2,400.00	0.00	0.00	2,400.00	100.00 %
<a href="#">100-1280-52192-000</a>	Public Affairs	26,462.00	26,462.00	1,506.11	1,506.11	24,955.89	94.31 %
<a href="#">100-1280-52223-000</a>	Consultants-General	1,400.00	1,400.00	0.00	0.00	1,400.00	100.00 %
<a href="#">100-1280-52310-000</a>	Cell Phones & Pagers	3,500.00	3,500.00	243.14	243.14	3,256.86	93.05 %
<b>Department: 1280 - COMMUNITY AFFAIRS Total:</b>		<b>281,154.00</b>	<b>281,154.00</b>	<b>16,561.77</b>	<b>16,561.77</b>	<b>264,592.23</b>	<b>94.11 %</b>
<b>FinancialRpt: 1 - Administrative Costs Total:</b>		<b>3,536,904.00</b>	<b>3,389,743.00</b>	<b>256,297.69</b>	<b>256,297.69</b>	<b>3,133,445.31</b>	<b>92.44 %</b>
<b>FinancialRpt: 2 - Community Safety</b>							
<b>Department: 2100 - PREVENTION &amp; SAFETY</b>							
<a href="#">100-2100-51110-000</a>	Salaries	111,750.00	111,750.00	7,140.65	7,140.65	104,609.35	93.61 %
<a href="#">100-2100-51120-000</a>	Hourly	523,570.00	523,570.00	36,277.99	36,277.99	487,292.01	93.07 %
<a href="#">100-2100-51140-000</a>	Holiday Pay	0.00	0.00	247.00	247.00	-247.00	0.00 %
<a href="#">100-2100-51150-000</a>	Overtime	8,075.00	8,075.00	278.03	278.03	7,796.97	96.56 %
<a href="#">100-2100-51190-000</a>	PTO Paid Out	19,302.00	19,302.00	0.00	0.00	19,302.00	100.00 %
<a href="#">100-2100-51211-000</a>	Medical Insurance	116,413.00	116,413.00	0.00	0.00	116,413.00	100.00 %
<a href="#">100-2100-51212-000</a>	Dental Insurance	5,379.00	5,379.00	0.00	0.00	5,379.00	100.00 %
<a href="#">100-2100-51213-000</a>	Vision Insurance	1,056.00	1,056.00	0.00	0.00	1,056.00	100.00 %
<a href="#">100-2100-51215-000</a>	PSPRS-Cancer Insurance	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-2100-51216-000</a>	Life Insurance	660.00	660.00	52.80	52.80	607.20	92.00 %
<a href="#">100-2100-51218-000</a>	STD Insurance	2,253.00	2,253.00	165.79	165.79	2,087.21	92.64 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-2100-51230-000</a>	Social Security	27,716.00	27,716.00	1,812.62	1,812.62	25,903.38	93.4
<a href="#">100-2100-51231-000</a>	Medicare	9,609.00	9,609.00	626.55	626.55	8,982.45	93.4
<a href="#">100-2100-51250-000</a>	PSPRS	44,977.00	44,977.00	3,040.39	3,040.39	41,936.61	93.24 %
<a href="#">100-2100-51251-000</a>	ASRS	51,319.00	51,319.00	3,419.78	3,419.78	47,899.22	93.34 %
<a href="#">100-2100-51270-000</a>	Workers Compensation	34,593.00	34,593.00	0.00	0.00	34,593.00	100.00 %
<a href="#">100-2100-51290-000</a>	PEHP	6,626.00	6,626.00	0.00	0.00	6,626.00	100.00 %
<a href="#">100-2100-52110-000</a>	Office Supplies	2,400.00	2,400.00	393.38	393.38	2,006.62	83.61 %
<a href="#">100-2100-52120-000</a>	Printing & Duplicating	2,000.00	2,000.00	367.54	367.54	1,632.46	81.62 %
<a href="#">100-2100-52139-000</a>	Operational Equipment	1,600.00	1,600.00	0.00	0.00	1,600.00	100.00 %
<a href="#">100-2100-52140-000</a>	Operational Supplies	750.00	750.00	0.00	0.00	750.00	100.00 %
<a href="#">100-2100-52148-000</a>	Small Tools & Instruments	750.00	750.00	0.00	0.00	750.00	100.00 %
<a href="#">100-2100-52160-000</a>	Dues, Memberships & Subscripti	4,750.00	3,950.00	1,990.00	1,990.00	1,960.00	49.62 %
<a href="#">100-2100-52162-000</a>	FPS Certifications	0.00	800.00	0.00	0.00	800.00	100.00 %
<a href="#">100-2100-52170-000</a>	Travel & Per Diem	7,622.00	7,622.00	162.25	162.25	7,459.75	97.87 %
<a href="#">100-2100-52177-000</a>	Meals & Entertainment	1,200.00	1,200.00	0.00	0.00	1,200.00	100.00 %
<a href="#">100-2100-52180-000</a>	Training	6,500.00	6,500.00	770.00	770.00	5,730.00	88.15 %
<a href="#">100-2100-52193-000</a>	Public Education	9,500.00	9,500.00	1,355.26	1,355.26	8,144.74	85.73 %
<a href="#">100-2100-52196-000</a>	Employee Recognition	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-2100-52198-000</a>	Books & Periodicals	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-2100-52227-000</a>	Contract Labor	11,500.00	11,500.00	0.00	0.00	11,500.00	100.00 %
<a href="#">100-2100-52310-000</a>	Cell Phones & Pagers	7,500.00	7,500.00	1,245.17	1,245.17	6,254.83	83.40 %
<a href="#">100-2100-52549-000</a>	Hydrant Maintenance	10,000.00	10,000.00	0.00	0.00	10,000.00	100.00 %
<a href="#">100-2100-52560-000</a>	Equipment Services	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-2100-52620-000</a>	Equipment Rental	4,000.00	4,000.00	0.00	0.00	4,000.00	100.00 %
<b>Department: 2100 - PREVENTION &amp; SAFETY Total:</b>		<b>1,037,020.00</b>	<b>1,037,020.00</b>	<b>59,345.20</b>	<b>59,345.20</b>	<b>977,674.80</b>	<b>94.28 %</b>
<b>Department: 2250 - HEALTH &amp; SAFETY</b>							
<a href="#">100-2250-51216-000</a>	Life Insurance	0.00	0.00	0.35	0.35	-0.35	0.00 %
<a href="#">100-2250-51218-000</a>	STD Insurance	0.00	0.00	1.29	1.29	-1.29	0.00 %
<a href="#">100-2250-52120-000</a>	Printing & Duplicating	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-2250-52149-000</a>	Small Fitness Equip & Supplies	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
<a href="#">100-2250-52160-000</a>	Dues, Memberships & Subscripti	9,150.00	9,150.00	0.00	0.00	9,150.00	100.00 %
<a href="#">100-2250-52170-000</a>	Travel & Per Diem	12,100.00	12,100.00	0.00	0.00	12,100.00	100.00 %
<a href="#">100-2250-52180-000</a>	Training	4,100.00	4,100.00	0.00	0.00	4,100.00	100.00 %
<a href="#">100-2250-52196-000</a>	Employee Recognition	250.00	250.00	0.00	0.00	250.00	100.00 %
<a href="#">100-2250-52198-000</a>	Books & Periodicals	300.00	300.00	0.00	0.00	300.00	100.00 %
<a href="#">100-2250-52223-000</a>	Consultants-General	6,000.00	6,000.00	0.00	0.00	6,000.00	100.00 %
<a href="#">100-2250-52550-000</a>	Equipment Supplies	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-2250-52560-000</a>	Equipment Services	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-2250-54130-000</a>	Furniture & Equipment	13,000.00	13,000.00	0.00	0.00	13,000.00	100.00 %
<b>Department: 2250 - HEALTH &amp; SAFETY Total:</b>		<b>50,400.00</b>	<b>50,400.00</b>	<b>1.64</b>	<b>1.64</b>	<b>50,398.36</b>	<b>100.00 %</b>
<b>Department: 2300 - BEHAVIORAL HLTH/COMM SVC</b>							
<a href="#">100-2300-51110-000</a>	Salaries	103,975.00	103,975.00	0.00	0.00	103,975.00	100.00 %
<a href="#">100-2300-51130-000</a>	Temporary Or Part-Time	28,454.00	28,454.00	3,343.25	3,343.25	25,110.75	88.25 %
<a href="#">100-2300-51150-000</a>	Overtime	0.00	0.00	15.00	15.00	-15.00	0.00 %
<a href="#">100-2300-51190-000</a>	PTO Paid Out	3,119.00	3,119.00	0.00	0.00	3,119.00	100.00 %
<a href="#">100-2300-51211-000</a>	Medical Insurance	10,583.00	10,583.00	0.00	0.00	10,583.00	100.00 %
<a href="#">100-2300-51212-000</a>	Dental Insurance	489.00	489.00	0.00	0.00	489.00	100.00 %
<a href="#">100-2300-51213-000</a>	Vision Insurance	96.00	96.00	0.00	0.00	96.00	100.00 %
<a href="#">100-2300-51216-000</a>	Life Insurance	60.00	60.00	0.00	0.00	60.00	100.00 %
<a href="#">100-2300-51218-000</a>	STD Insurance	678.00	678.00	0.00	0.00	678.00	100.00 %
<a href="#">100-2300-51230-000</a>	Social Security	8,404.00	8,404.00	208.21	208.21	8,195.79	97.52 %
<a href="#">100-2300-51231-000</a>	Medicare	1,966.00	1,966.00	48.70	48.70	1,917.30	97.52 %
<a href="#">100-2300-51251-000</a>	ASRS	12,294.00	12,294.00	0.00	0.00	12,294.00	100.00 %
<a href="#">100-2300-51270-000</a>	Workers Compensation	7,076.00	7,076.00	0.00	0.00	7,076.00	100.00 %
<a href="#">100-2300-51290-000</a>	PEHP	1,071.00	1,071.00	0.00	0.00	1,071.00	100.00 %
<a href="#">100-2300-52110-000</a>	Office Supplies	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-2300-52120-000</a>	Printing & Duplicating	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-2300-52140-000</a>	Operational Supplies	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %



## Monthly Budget Report

For Fiscal: 2016-2017 Period Ending: 07/31/2017

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remainder
<a href="#">100-2300-52160-000</a>	Dues, Memberships & Subscripti	125.00	125.00	0.00	0.00	125.00	100.00 %
<a href="#">100-2300-52170-000</a>	Travel & Per Diem	200.00	200.00	0.00	0.00	200.00	100.00 %
<a href="#">100-2300-52180-000</a>	Training	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
<a href="#">100-2300-52198-000</a>	Books & Periodicals	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-2300-52310-000</a>	Cell Phones & Pagers	2,000.00	2,000.00	190.03	190.03	1,809.97	90.50 %
<b>Department: 2300 - BEHAVIORAL HLTH/COMM SVC Total:</b>		<b>188,790.00</b>	<b>188,790.00</b>	<b>3,805.19</b>	<b>3,805.19</b>	<b>184,984.81</b>	<b>97.98 %</b>
<b>FinancialRpt: 2 - Community Safety Total:</b>		<b>1,276,210.00</b>	<b>1,276,210.00</b>	<b>63,152.03</b>	<b>63,152.03</b>	<b>1,213,057.97</b>	<b>95.05 %</b>
<b>FinancialRpt: 3 - Operational</b>							
<b>Department: 3100 - TRAINING</b>							
<a href="#">100-3100-51110-000</a>	Salaries	0.00	0.00	11,313.00	11,313.00	-11,313.00	0.00 %
<a href="#">100-3100-51120-000</a>	Hourly	271,533.00	271,533.00	7,742.42	7,742.42	263,790.58	97.15 %
<a href="#">100-3100-51150-000</a>	Overtime	27,149.00	27,149.00	558.54	558.54	26,590.46	97.94 %
<a href="#">100-3100-51190-000</a>	PTO Paid Out	8,963.00	8,963.00	0.00	0.00	8,963.00	100.00 %
<a href="#">100-3100-51211-000</a>	Medical Insurance	42,332.00	42,332.00	0.00	0.00	42,332.00	100.00 %
<a href="#">100-3100-51212-000</a>	Dental Insurance	1,956.00	1,956.00	0.00	0.00	1,956.00	100.00 %
<a href="#">100-3100-51213-000</a>	Vision Insurance	384.00	384.00	0.00	0.00	384.00	100.00 %
<a href="#">100-3100-51215-000</a>	PSPRS-Cancer Insurance	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-3100-51216-000</a>	Life Insurance	240.00	240.00	20.44	20.44	219.56	91.48 %
<a href="#">100-3100-51218-000</a>	STD Insurance	1,130.00	1,130.00	71.24	71.24	1,058.76	93.70 %
<a href="#">100-3100-51230-000</a>	Social Security	3,148.00	3,148.00	192.62	192.62	2,955.38	93.88 %
<a href="#">100-3100-51231-000</a>	Medicare	4,461.00	4,461.00	278.08	278.08	4,182.92	93.77 %
<a href="#">100-3100-51250-000</a>	PSPRS	53,575.00	53,575.00	3,529.03	3,529.03	50,045.97	93.41 %
<a href="#">100-3100-51251-000</a>	ASRS	5,828.00	5,828.00	365.59	365.59	5,462.41	93.73 %
<a href="#">100-3100-51270-000</a>	Workers Compensation	16,059.00	16,059.00	0.00	0.00	16,059.00	100.00 %
<a href="#">100-3100-51290-000</a>	PEHP	3,076.00	3,076.00	0.00	0.00	3,076.00	100.00 %
<a href="#">100-3100-52110-000</a>	Office Supplies	3,860.00	3,860.00	197.47	197.47	3,662.53	94.88 %
<a href="#">100-3100-52120-000</a>	Printing & Duplicating	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-3100-52139-000</a>	Operational Equipment	6,250.00	6,250.00	0.00	0.00	6,250.00	100.00 %
<a href="#">100-3100-52140-000</a>	Operational Supplies	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-3100-52141-015</a>	Uniforms	29,065.00	29,065.00	0.00	0.00	29,065.00	100.00 %
<a href="#">100-3100-52142-000</a>	Propane Gas	5,268.00	5,268.00	0.00	0.00	5,268.00	100.00 %
<a href="#">100-3100-52145-015</a>	Consumable Rehab Goods	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3100-52146-015</a>	Protective Equipment	81,515.00	81,515.00	0.00	0.00	81,515.00	100.00 %
<a href="#">100-3100-52150-000</a>	Postage & Mailings	300.00	300.00	100.00	100.00	200.00	66.67 %
<a href="#">100-3100-52160-000</a>	Dues, Memberships & Subscripti	8,121.00	8,121.00	0.00	0.00	8,121.00	100.00 %
<a href="#">100-3100-52170-000</a>	Travel & Per Diem	10,920.00	10,920.00	-619.97	-619.97	11,539.97	105.68 %
<a href="#">100-3100-52171-015</a>	Training Materials	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-3100-52173-015</a>	Recruit Issuance	3,330.00	3,330.00	0.00	0.00	3,330.00	100.00 %
<a href="#">100-3100-52175-015</a>	Family Night & Graduation	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-3100-52177-000</a>	Meals & Entertainment	2,350.00	2,350.00	0.00	0.00	2,350.00	100.00 %
<a href="#">100-3100-52180-000</a>	Training	4,900.00	4,900.00	0.00	0.00	4,900.00	100.00 %
<a href="#">100-3100-52186-000</a>	Training - Suppression	15,310.00	15,310.00	0.00	0.00	15,310.00	100.00 %
<a href="#">100-3100-52191-000</a>	Tuition Reimbursement	33,900.00	33,900.00	3,256.72	3,256.72	30,643.28	90.39 %
<a href="#">100-3100-52196-000</a>	Employee Recognition	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-3100-52198-000</a>	Books & Periodicals	4,500.00	4,500.00	0.00	0.00	4,500.00	100.00 %
<a href="#">100-3100-52310-000</a>	Cell Phones & Pagers	2,400.00	2,400.00	325.54	325.54	2,074.46	86.44 %
<a href="#">100-3100-52320-000</a>	Electric	36,400.00	36,400.00	4,325.64	4,325.64	32,074.36	88.12 %
<a href="#">100-3100-52340-000</a>	Refuse Removal	1,050.00	1,050.00	147.52	147.52	902.48	85.95 %
<a href="#">100-3100-52370-000</a>	Water & Sewer	13,100.00	13,100.00	1,039.75	1,039.75	12,060.25	92.06 %
<a href="#">100-3100-52540-000</a>	Building Services	875.00	875.00	165.00	165.00	710.00	81.14 %
<a href="#">100-3100-52544-000</a>	Preventive Maintenance	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
<a href="#">100-3100-52546-000</a>	Facility Use/Maintenance	3,000.00	3,000.00	8.00	8.00	2,992.00	99.73 %
<a href="#">100-3100-52565-000</a>	Mobile Burn Simulator	8,500.00	8,500.00	0.00	0.00	8,500.00	100.00 %
<a href="#">100-3100-52620-000</a>	Equipment Rental	10,800.00	10,800.00	0.00	0.00	10,800.00	100.00 %
<b>Department: 3100 - TRAINING Total:</b>		<b>737,298.00</b>	<b>737,298.00</b>	<b>33,016.63</b>	<b>33,016.63</b>	<b>704,281.37</b>	<b>95.52 %</b>
<b>Department: 3110 - BATTALION CHIEFS</b>							
<a href="#">100-3110-52110-000</a>	Office Supplies	500.00	0.00	0.00	0.00	0.00	0.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-3110-52140-000</a>	Operational Supplies	400.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52160-000</a>	Dues, Memberships & Subscripti	250.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52170-000</a>	Travel & Per Diem	2,500.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52180-000</a>	Training	3,500.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52198-000</a>	Books & Periodicals	300.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52310-000</a>	Cell Phones & Pagers	5,300.00	0.00	0.00	0.00	0.00	0.00 %
<a href="#">100-3110-52320-000</a>	Electric	6,000.00	0.00	0.00	0.00	0.00	0.00 %
<b>Department: 3110 - BATTALION CHIEFS Total:</b>		<b>18,750.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>
<b>Department: 3210 - TECHNICAL RESCUE TEAM</b>							
<a href="#">100-3210-52139-000</a>	Operational Equipment	3,500.00	3,500.00	0.00	0.00	3,500.00	100.00 %
<a href="#">100-3210-52140-000</a>	Operational Supplies	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-3210-52146-000</a>	Protective Equipment	5,200.00	5,200.00	0.00	0.00	5,200.00	100.00 %
<a href="#">100-3210-52148-000</a>	Small Tools & Instruments	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3210-52170-000</a>	Travel & Per Diem	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-3210-52180-000</a>	Training	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-3210-52560-000</a>	Equipment Services	500.00	500.00	0.00	0.00	500.00	100.00 %
<b>Department: 3210 - TECHNICAL RESCUE TEAM Total:</b>		<b>13,200.00</b>	<b>13,200.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13,200.00</b>	<b>100.00 %</b>
<b>Department: 3220 - HAZMAT</b>							
<a href="#">100-3220-52139-000</a>	Operational Equipment	7,000.00	7,000.00	0.00	0.00	7,000.00	100.00 %
<a href="#">100-3220-52140-000</a>	Operational Supplies	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-3220-52146-000</a>	Protective Equipment	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-3220-52148-000</a>	Small Tools & Instruments	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3220-52170-000</a>	Travel & Per Diem	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-3220-52180-000</a>	Training	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-3220-52198-000</a>	Books & Periodicals	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3220-52560-000</a>	Equipment Services	500.00	500.00	0.00	0.00	500.00	100.00 %
<b>Department: 3220 - HAZMAT Total:</b>		<b>14,500.00</b>	<b>14,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14,500.00</b>	<b>100.00 %</b>
<b>Department: 3300 - FIRE/RESCUE SERVICES</b>							
<a href="#">100-3300-51110-000</a>	Salaries	664,745.00	767,120.00	46,276.75	46,276.75	720,843.25	93.97 %
<a href="#">100-3300-51120-000</a>	Hourly	9,171,825.00	9,171,825.00	524,422.25	524,422.25	8,647,402.75	94.28 %
<a href="#">100-3300-51140-000</a>	Holiday Pay	285,187.00	285,187.00	30,486.45	30,486.45	254,700.55	89.31 %
<a href="#">100-3300-51150-000</a>	Overtime	1,297,900.00	1,297,900.00	133,000.26	133,000.26	1,164,899.74	89.75 %
<a href="#">100-3300-51190-000</a>	PTO Paid Out	370,420.00	373,491.00	0.00	0.00	373,491.00	100.00 %
<a href="#">100-3300-51211-000</a>	Medical Insurance	1,671,585.00	1,682,168.00	0.00	0.00	1,682,168.00	100.00 %
<a href="#">100-3300-51212-000</a>	Dental Insurance	77,236.00	77,725.00	0.00	0.00	77,725.00	100.00 %
<a href="#">100-3300-51213-000</a>	Vision Insurance	15,163.00	15,259.00	0.00	0.00	15,259.00	100.00 %
<a href="#">100-3300-51215-000</a>	PSPRS-Cancer Insurance	7,897.00	7,947.00	0.00	0.00	7,947.00	100.00 %
<a href="#">100-3300-51216-000</a>	Life Insurance	9,477.00	9,537.00	799.50	799.50	8,737.50	91.62 %
<a href="#">100-3300-51218-000</a>	STD Insurance	43,559.00	43,919.00	2,762.35	2,762.35	41,156.65	93.71 %
<a href="#">100-3300-51231-000</a>	Medicare	167,160.00	168,689.00	7,692.47	7,692.47	160,996.53	95.44 %
<a href="#">100-3300-51250-000</a>	PSPRS	2,404,660.00	2,426,650.00	113,158.91	113,158.91	2,313,491.09	95.34 %
<a href="#">100-3300-51270-000</a>	Workers Compensation	601,776.00	607,280.00	160.00	160.00	607,120.00	99.97 %
<a href="#">100-3300-51280-000</a>	Deferred Compensation	0.00	0.00	1,932.57	1,932.57	-1,932.57	0.00 %
<a href="#">100-3300-51290-000</a>	PEHP	115,282.00	116,336.00	0.00	0.00	116,336.00	100.00 %
<a href="#">100-3300-52110-000</a>	Office Supplies	0.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3300-52140-000</a>	Operational Supplies	0.00	400.00	0.00	0.00	400.00	100.00 %
<a href="#">100-3300-52160-000</a>	Dues, Memberships & Subscripti	0.00	250.00	0.00	0.00	250.00	100.00 %
<a href="#">100-3300-52170-000</a>	Travel & Per Diem	0.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-3300-52180-000</a>	Training	0.00	3,500.00	0.00	0.00	3,500.00	100.00 %
<a href="#">100-3300-52183-000</a>	Rover Mileage	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3300-52198-000</a>	Books & Periodicals	0.00	300.00	0.00	0.00	300.00	100.00 %
<a href="#">100-3300-52240-000</a>	Health Services	0.00	0.00	230.00	230.00	-230.00	0.00 %
<a href="#">100-3300-52310-000</a>	Cell Phones & Pagers	7,500.00	12,800.00	3,062.68	3,062.68	9,737.32	76.07 %
<a href="#">100-3300-52320-000</a>	Electric	0.00	6,000.00	790.63	790.63	5,209.37	86.82 %
<a href="#">100-3300-52380-000</a>	Hydrant Fees	2,000.00	2,000.00	177.19	177.19	1,822.81	91.14 %
<a href="#">100-3300-52620-000</a>	Equipment Rental	1,200.00	1,200.00	0.00	0.00	1,200.00	100.00 %
<a href="#">100-3330-52320-000</a>	Electric	25,987.00	25,987.00	3,094.19	3,094.19	22,892.81	88.09 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-3330-52330-000</a>	Natural Gas	3,100.00	3,100.00	142.40	142.40	2,957.60	95.4 %
<a href="#">100-3330-52340-000</a>	Refuse Removal	500.00	500.00	0.00	0.00	500.00	100.0 %
<a href="#">100-3330-52350-000</a>	Telephone	450.00	450.00	33.07	33.07	416.93	92.65 %
<a href="#">100-3330-52370-000</a>	Water & Sewer	3,300.00	3,300.00	449.46	449.46	2,850.54	86.38 %
<a href="#">100-3331-52320-000</a>	Electric	15,750.00	15,750.00	2,760.61	2,760.61	12,989.39	82.47 %
<a href="#">100-3331-52330-000</a>	Natural Gas	3,000.00	3,000.00	118.77	118.77	2,881.23	96.04 %
<a href="#">100-3331-52340-000</a>	Refuse Removal	850.00	850.00	141.69	141.69	708.31	83.33 %
<a href="#">100-3331-52350-000</a>	Telephone	450.00	450.00	33.07	33.07	416.93	92.65 %
<a href="#">100-3331-52370-000</a>	Water & Sewer	3,475.00	3,475.00	560.78	560.78	2,914.22	83.86 %
<a href="#">100-3332-52142-000</a>	Propane Gas	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-3332-52320-000</a>	Electric	18,900.00	18,900.00	2,612.24	2,612.24	16,287.76	86.18 %
<a href="#">100-3332-52340-000</a>	Refuse Removal	660.00	660.00	96.22	96.22	563.78	85.42 %
<a href="#">100-3332-52350-000</a>	Telephone	450.00	450.00	33.07	33.07	416.93	92.65 %
<a href="#">100-3332-52370-000</a>	Water & Sewer	2,500.00	2,500.00	377.69	377.69	2,122.31	84.89 %
<a href="#">100-3333-52320-000</a>	Electric	21,000.00	21,000.00	2,701.26	2,701.26	18,298.74	87.14 %
<a href="#">100-3333-52330-000</a>	Natural Gas	2,200.00	2,200.00	98.53	98.53	2,101.47	95.52 %
<a href="#">100-3333-52340-000</a>	Refuse Removal	850.00	850.00	113.04	113.04	736.96	86.70 %
<a href="#">100-3333-52350-000</a>	Telephone	450.00	450.00	33.07	33.07	416.93	92.65 %
<a href="#">100-3333-52370-000</a>	Water & Sewer	4,000.00	4,000.00	490.70	490.70	3,509.30	87.73 %
<a href="#">100-3334-52320-000</a>	Electric	12,600.00	12,600.00	1,621.27	1,621.27	10,978.73	87.13 %
<a href="#">100-3334-52330-000</a>	Natural Gas	2,200.00	2,200.00	82.68	82.68	2,117.32	96.24 %
<a href="#">100-3334-52340-000</a>	Refuse Removal	660.00	660.00	66.25	66.25	593.75	89.96 %
<a href="#">100-3334-52350-000</a>	Telephone	450.00	450.00	15.88	15.88	434.12	96.47 %
<a href="#">100-3334-52370-000</a>	Water & Sewer	1,300.00	1,300.00	209.15	209.15	1,090.85	83.91 %
<a href="#">100-3335-52320-000</a>	Electric	7,875.00	7,875.00	1,111.14	1,111.14	6,763.86	85.89 %
<a href="#">100-3335-52330-000</a>	Natural Gas	1,300.00	1,300.00	39.22	39.22	1,260.78	96.98 %
<a href="#">100-3335-52340-000</a>	Refuse Removal	660.00	660.00	108.50	108.50	551.50	83.56 %
<a href="#">100-3335-52350-000</a>	Telephone	450.00	450.00	33.07	33.07	416.93	92.65 %
<a href="#">100-3335-52370-000</a>	Water & Sewer	750.00	750.00	152.29	152.29	597.71	79.69 %
<a href="#">100-3336-52142-000</a>	Propane Gas	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-3336-52320-000</a>	Electric	18,900.00	18,900.00	2,865.55	2,865.55	16,034.45	84.84 %
<a href="#">100-3336-52330-000</a>	Natural Gas	1,200.00	1,200.00	86.90	86.90	1,113.10	92.76 %
<a href="#">100-3336-52340-000</a>	Refuse Removal	660.00	660.00	108.13	108.13	551.87	83.62 %
<a href="#">100-3336-52350-000</a>	Telephone	450.00	450.00	34.91	34.91	415.09	92.24 %
<a href="#">100-3336-52370-000</a>	Water & Sewer	2,650.00	2,650.00	307.20	307.20	2,342.80	88.41 %
<a href="#">100-3337-52320-000</a>	Electric	14,175.00	14,175.00	1,181.29	1,181.29	12,993.71	91.67 %
<a href="#">100-3337-52330-000</a>	Natural Gas	1,350.00	1,350.00	84.26	84.26	1,265.74	93.76 %
<a href="#">100-3337-52340-000</a>	Refuse Removal	660.00	660.00	108.50	108.50	551.50	83.56 %
<a href="#">100-3337-52350-000</a>	Telephone	45.00	45.00	32.68	32.68	12.32	27.38 %
<a href="#">100-3337-52370-000</a>	Water & Sewer	1,650.00	1,650.00	175.69	175.69	1,474.31	89.35 %
<a href="#">100-3338-52320-000</a>	Electric	20,475.00	20,475.00	2,741.82	2,741.82	17,733.18	86.61 %
<a href="#">100-3338-52330-000</a>	Natural Gas	1,400.00	1,400.00	92.18	92.18	1,307.82	93.42 %
<a href="#">100-3338-52340-000</a>	Refuse Removal	660.00	660.00	132.50	132.50	527.50	79.92 %
<a href="#">100-3338-52350-000</a>	Telephone	450.00	450.00	38.24	38.24	411.76	91.50 %
<a href="#">100-3338-52370-000</a>	Water & Sewer	3,500.00	3,500.00	379.82	379.82	3,120.18	89.15 %
<a href="#">100-3339-52320-000</a>	Electric	13,125.00	13,125.00	1,533.37	1,533.37	11,591.63	88.32 %
<a href="#">100-3339-52330-000</a>	Natural Gas	1,500.00	1,500.00	56.98	56.98	1,443.02	96.20 %
<a href="#">100-3339-52340-000</a>	Refuse Removal	660.00	660.00	107.74	107.74	552.26	83.68 %
<a href="#">100-3339-52350-000</a>	Telephone	450.00	450.00	33.99	33.99	416.01	92.45 %
<a href="#">100-3339-52370-000</a>	Water & Sewer	2,750.00	2,750.00	249.61	249.61	2,500.39	90.92 %
<b>Department: 3300 - FIRE/RESCUE SERVICES Total:</b>		<b>17,138,199.00</b>	<b>17,304,110.00</b>	<b>892,632.68</b>	<b>892,632.68</b>	<b>16,411,477.32</b>	<b>94.84 %</b>
<b>Department: 3400 - EMS</b>							
<a href="#">100-3400-51110-000</a>	Salaries	0.00	0.00	12,387.38	12,387.38	-12,387.38	0.00 %
<a href="#">100-3400-51120-000</a>	Hourly	543,024.00	543,024.00	9,366.65	9,366.65	533,657.35	98.28 %
<a href="#">100-3400-51140-000</a>	Holiday Pay	13,410.00	13,410.00	628.57	628.57	12,781.43	95.31 %
<a href="#">100-3400-51150-000</a>	Overtime	65,374.00	65,374.00	10,335.86	10,335.86	55,038.14	84.19 %
<a href="#">100-3400-51190-000</a>	PTO Paid Out	18,654.00	18,654.00	0.00	0.00	18,654.00	100.00 %
<a href="#">100-3400-51211-000</a>	Medical Insurance	74,081.00	74,081.00	0.00	0.00	74,081.00	100.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remainder
<a href="#">100-3400-51212-000</a>	Dental Insurance	3,423.00	3,423.00	0.00	0.00	3,423.00	100.00 %
<a href="#">100-3400-51213-000</a>	Vision Insurance	672.00	672.00	0.00	0.00	672.00	100.00 %
<a href="#">100-3400-51215-000</a>	PSPRS-Cancer Insurance	350.00	350.00	0.00	0.00	350.00	100.00 %
<a href="#">100-3400-51216-000</a>	Life Insurance	420.00	420.00	21.64	21.64	398.36	94.85 %
<a href="#">100-3400-51218-000</a>	STD Insurance	2,185.00	2,185.00	81.19	81.19	2,103.81	96.28 %
<a href="#">100-3400-51231-000</a>	Medicare	9,287.00	9,287.00	422.12	422.12	8,864.88	95.45 %
<a href="#">100-3400-51250-000</a>	PSPRS	133,564.00	133,564.00	6,407.55	6,407.55	127,156.45	95.20 %
<a href="#">100-3400-51270-000</a>	Workers Compensation	33,432.00	33,432.00	0.00	0.00	33,432.00	100.00 %
<a href="#">100-3400-51290-000</a>	PEHP	6,405.00	6,405.00	0.00	0.00	6,405.00	100.00 %
<a href="#">100-3400-52110-000</a>	Office Supplies	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-3400-52139-000</a>	Operational Equipment	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-3400-52140-000</a>	Operational Supplies	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-3400-52160-000</a>	Dues, Memberships & Subscripti	1,563.00	1,563.00	0.00	0.00	1,563.00	100.00 %
<a href="#">100-3400-52170-000</a>	Travel & Per Diem	3,660.00	3,660.00	0.00	0.00	3,660.00	100.00 %
<a href="#">100-3400-52180-000</a>	Training	50,994.00	50,994.00	0.00	0.00	50,994.00	100.00 %
<a href="#">100-3400-52198-000</a>	Books & Periodicals	400.00	400.00	0.00	0.00	400.00	100.00 %
<a href="#">100-3400-52220-000</a>	Software	17,800.00	17,800.00	0.00	0.00	17,800.00	100.00 %
<a href="#">100-3400-52223-000</a>	Consultants-General	75,869.00	75,869.00	0.00	0.00	75,869.00	100.00 %
<a href="#">100-3400-52224-000</a>	Exposure Control Program	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-3400-52310-000</a>	Cell Phones & Pagers	5,280.00	5,280.00	842.06	842.06	4,437.94	84.05 %
<a href="#">100-3400-52320-000</a>	Electric	4,392.00	4,392.00	512.08	512.08	3,879.92	88.34 %
<a href="#">100-3400-52330-000</a>	Natural Gas	439.00	439.00	30.47	30.47	408.53	93.06 %
<a href="#">100-3400-52340-000</a>	Refuse Removal	293.00	293.00	66.25	66.25	226.75	77.39 %
<a href="#">100-3400-52350-000</a>	Telephone	146.00	146.00	15.88	15.88	130.12	89.12 %
<a href="#">100-3400-52370-000</a>	Water & Sewer	1,464.00	1,464.00	209.15	209.15	1,254.85	85.71 %
<a href="#">100-3400-52550-000</a>	Equipment Supplies	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-3400-52560-000</a>	Equipment Services	300.00	300.00	27,504.00	27,504.00	-27,204.00	-9,068.00 %
<a href="#">100-3400-52620-000</a>	Equipment Rental	2,700.00	2,700.00	201.91	201.91	2,498.09	92.52 %
<b>Department: 3400 - EMS Total:</b>		<b>1,078,081.00</b>	<b>1,078,081.00</b>	<b>69,032.76</b>	<b>69,032.76</b>	<b>1,009,048.24</b>	<b>93.60 %</b>
<b>FinancialRpt: 3 - Operational Total:</b>		<b>19,000,028.00</b>	<b>19,147,189.00</b>	<b>994,682.07</b>	<b>994,682.07</b>	<b>18,152,506.93</b>	<b>94.81 %</b>
<b>FinancialRpt: 4 - Support Services</b>							
<b>Department: 4100 - INFORMATION TECHNOLOGY</b>							
<a href="#">100-4100-51110-000</a>	Salaries	167,296.00	167,296.00	5,358.79	5,358.79	161,937.21	96.80 %
<a href="#">100-4100-51120-000</a>	Hourly	97,292.00	97,292.00	7,619.47	7,619.47	89,672.53	92.17 %
<a href="#">100-4100-51150-000</a>	Overtime	3,324.00	3,324.00	41.40	41.40	3,282.60	98.75 %
<a href="#">100-4100-51190-000</a>	PTO Paid Out	8,037.00	8,037.00	143.65	143.65	7,893.35	98.21 %
<a href="#">100-4100-51211-000</a>	Medical Insurance	42,332.00	42,332.00	0.00	0.00	42,332.00	100.00 %
<a href="#">100-4100-51212-000</a>	Dental Insurance	1,956.00	1,956.00	0.00	0.00	1,956.00	100.00 %
<a href="#">100-4100-51213-000</a>	Vision Insurance	384.00	384.00	0.00	0.00	384.00	100.00 %
<a href="#">100-4100-51216-000</a>	Life Insurance	240.00	240.00	14.40	14.40	225.60	94.00 %
<a href="#">100-4100-51218-000</a>	STD Insurance	1,380.00	1,380.00	47.39	47.39	1,332.61	96.57 %
<a href="#">100-4100-51230-000</a>	Social Security	17,109.00	17,109.00	796.47	796.47	16,312.53	95.34 %
<a href="#">100-4100-51231-000</a>	Medicare	4,001.00	4,001.00	186.27	186.27	3,814.73	95.34 %
<a href="#">100-4100-51251-000</a>	ASRS	31,679.00	31,679.00	1,494.65	1,494.65	30,184.35	95.28 %
<a href="#">100-4100-51270-000</a>	Workers Compensation	14,405.00	14,405.00	0.00	0.00	14,405.00	100.00 %
<a href="#">100-4100-51290-000</a>	PEHP	2,759.00	2,759.00	0.00	0.00	2,759.00	100.00 %
<a href="#">100-4100-52110-000</a>	Office Supplies	400.00	400.00	0.00	0.00	400.00	100.00 %
<a href="#">100-4100-52130-000</a>	Computer Supplies	105,000.00	105,000.00	5,837.41	5,837.41	99,162.59	94.44 %
<a href="#">100-4100-52140-000</a>	Operational Supplies	50,000.00	50,000.00	506.52	506.52	49,493.48	98.99 %
<a href="#">100-4100-52160-000</a>	Dues, Memberships & Subscripti	32,000.00	32,000.00	10,890.00	10,890.00	21,110.00	65.97 %
<a href="#">100-4100-52170-000</a>	Travel & Per Diem	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-4100-52180-000</a>	Training	20,000.00	20,000.00	0.00	0.00	20,000.00	100.00 %
<a href="#">100-4100-52198-000</a>	Books & Periodicals	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-4100-52220-000</a>	Software	195,444.00	195,444.00	57,456.67	57,456.67	137,987.33	70.60 %
<a href="#">100-4100-52223-000</a>	Consultants-General	12,000.00	12,000.00	0.00	0.00	12,000.00	100.00 %
<a href="#">100-4100-52310-000</a>	Cell Phones & Pagers	6,250.00	6,250.00	430.35	430.35	5,819.65	93.11 %
<a href="#">100-4100-52320-000</a>	Electric	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-4100-52330-000</a>	Natural Gas	340.00	340.00	17.76	17.76	322.24	94.78 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-4100-52350-000</a>	Telephone	27,000.00	27,000.00	2,412.53	2,412.53	24,587.47	91.00 %
<a href="#">100-4100-52370-000</a>	Water & Sewer	300.00	300.00	0.00	0.00	300.00	100.00 %
<a href="#">100-4100-52381-000</a>	Radio Parts	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-4100-52382-000</a>	Radio Maintenance	15,000.00	15,000.00	19,728.25	19,728.25	-4,728.25	-31.52 %
<a href="#">100-4100-52385-000</a>	Transmitter Fees	12,000.00	12,000.00	1,950.81	1,950.81	10,049.19	83.74 %
<a href="#">100-4100-52560-000</a>	Equipment Services	20,000.00	20,000.00	99.00	99.00	19,901.00	99.51 %
<b>Department: 4100 - INFORMATION TECHNOLOGY Total:</b>		<b>895,428.00</b>	<b>895,428.00</b>	<b>115,031.79</b>	<b>115,031.79</b>	<b>780,396.21</b>	<b>87.15 %</b>
<b>Department: 4150 - COMMUNICATIONS</b>							
<a href="#">100-4150-51110-000</a>	Salaries	62,100.00	62,100.00	9,698.74	9,698.74	52,401.26	84.38 %
<a href="#">100-4150-51120-000</a>	Hourly	75,547.00	75,547.00	0.00	0.00	75,547.00	100.00 %
<a href="#">100-4150-51140-000</a>	Holiday Pay	1,794.00	1,794.00	0.00	0.00	1,794.00	100.00 %
<a href="#">100-4150-51150-000</a>	Overtime	8,747.00	8,747.00	0.00	0.00	8,747.00	100.00 %
<a href="#">100-4150-51190-000</a>	PTO Paid Out	4,446.00	4,446.00	0.00	0.00	4,446.00	100.00 %
<a href="#">100-4150-51211-000</a>	Medical Insurance	21,166.00	21,166.00	0.00	0.00	21,166.00	100.00 %
<a href="#">100-4150-51212-000</a>	Dental Insurance	978.00	978.00	0.00	0.00	978.00	100.00 %
<a href="#">100-4150-51213-000</a>	Vision Insurance	192.00	192.00	0.00	0.00	192.00	100.00 %
<a href="#">100-4150-51215-000</a>	PSPRS-Cancer Insurance	50.00	50.00	0.00	0.00	50.00	100.00 %
<a href="#">100-4150-51216-000</a>	Life Insurance	120.00	120.00	7.20	7.20	112.80	94.00 %
<a href="#">100-4150-51218-000</a>	STD Insurance	622.00	622.00	25.01	25.01	596.99	95.98 %
<a href="#">100-4150-51230-000</a>	Social Security	3,966.00	3,966.00	239.65	239.65	3,726.35	93.96 %
<a href="#">100-4150-51231-000</a>	Medicare	2,213.00	2,213.00	137.54	137.54	2,075.46	93.78 %
<a href="#">100-4150-51250-000</a>	PSPRS	18,493.00	18,493.00	1,220.07	1,220.07	17,272.93	93.40 %
<a href="#">100-4150-51251-000</a>	ASRS	7,343.00	7,343.00	461.35	461.35	6,881.65	93.72 %
<a href="#">100-4150-51270-000</a>	Workers Compensation	7,967.00	7,967.00	0.00	0.00	7,967.00	100.00 %
<a href="#">100-4150-51290-000</a>	PEHP	1,526.00	1,526.00	0.00	0.00	1,526.00	100.00 %
<a href="#">100-4150-52140-000</a>	Operational Supplies	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-4150-52160-000</a>	Dues, Memberships & Subscripti	71,000.00	71,000.00	0.00	0.00	71,000.00	100.00 %
<a href="#">100-4150-52170-000</a>	Travel & Per Diem	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-4150-52177-000</a>	Meals & Entertainment	250.00	250.00	0.00	0.00	250.00	100.00 %
<a href="#">100-4150-52180-000</a>	Training	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-4150-52198-000</a>	Books & Periodicals	150.00	150.00	0.00	0.00	150.00	100.00 %
<a href="#">100-4150-52310-000</a>	Cell Phones & Pagers	925.00	925.00	206.85	206.85	718.15	77.64 %
<a href="#">100-4150-52382-000</a>	Radio Maintenance	38,500.00	38,500.00	0.00	0.00	38,500.00	100.00 %
<a href="#">100-4150-52390-000</a>	Dispatch Services	732,763.00	732,763.00	82,640.42	82,640.42	650,122.58	88.72 %
<b>Department: 4150 - COMMUNICATIONS Total:</b>		<b>1,065,858.00</b>	<b>1,065,858.00</b>	<b>94,636.83</b>	<b>94,636.83</b>	<b>971,221.17</b>	<b>91.12 %</b>
<b>Department: 4200 - FLEET SERVICES</b>							
<a href="#">100-4200-51110-000</a>	Salaries	75,825.00	75,825.00	6,987.35	6,987.35	68,837.65	90.78 %
<a href="#">100-4200-51120-000</a>	Hourly	290,056.00	290,056.00	20,342.39	20,342.39	269,713.61	92.99 %
<a href="#">100-4200-51130-000</a>	Temporary Or Part-Time	12,522.00	12,522.00	503.10	503.10	12,018.90	95.98 %
<a href="#">100-4200-51150-000</a>	Overtime	5,801.00	5,801.00	162.82	162.82	5,638.18	97.19 %
<a href="#">100-4200-51190-000</a>	PTO Paid Out	11,150.00	11,150.00	0.00	0.00	11,150.00	100.00 %
<a href="#">100-4200-51211-000</a>	Medical Insurance	63,498.00	63,498.00	0.00	0.00	63,498.00	100.00 %
<a href="#">100-4200-51212-000</a>	Dental Insurance	2,934.00	2,934.00	0.00	0.00	2,934.00	100.00 %
<a href="#">100-4200-51213-000</a>	Vision Insurance	576.00	576.00	0.00	0.00	576.00	100.00 %
<a href="#">100-4200-51216-000</a>	Life Insurance	360.00	360.00	28.80	28.80	331.20	92.00 %
<a href="#">100-4200-51218-000</a>	STD Insurance	1,977.00	1,977.00	97.45	97.45	1,879.55	95.07 %
<a href="#">100-4200-51230-000</a>	Social Security	24,512.00	24,512.00	1,698.86	1,698.86	22,813.14	93.07 %
<a href="#">100-4200-51231-000</a>	Medicare	5,733.00	5,733.00	397.31	397.31	5,335.69	93.07 %
<a href="#">100-4200-51251-000</a>	ASRS	43,949.00	43,949.00	3,203.81	3,203.81	40,745.19	92.71 %
<a href="#">100-4200-51270-000</a>	Workers Compensation	20,637.00	20,637.00	0.00	0.00	20,637.00	100.00 %
<a href="#">100-4200-51290-000</a>	PEHP	3,828.00	3,828.00	0.00	0.00	3,828.00	100.00 %
<a href="#">100-4200-52115-000</a>	Fees	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-4200-52148-000</a>	Small Tools & Instruments	6,500.00	6,500.00	0.00	0.00	6,500.00	100.00 %
<a href="#">100-4200-52160-000</a>	Dues, Memberships & Subscripti	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
<a href="#">100-4200-52170-000</a>	Travel & Per Diem	6,500.00	6,500.00	0.00	0.00	6,500.00	100.00 %
<a href="#">100-4200-52180-000</a>	Training	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
<a href="#">100-4200-52198-000</a>	Books & Periodicals	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-4200-52310-000</a>	Cell Phones & Pagers	3,200.00	3,200.00	337.39	337.39	2,862.61	89.46 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-4200-52320-000</a>	Electric	19,000.00	19,000.00	2,036.53	2,036.53	16,963.47	89.12 %
<a href="#">100-4200-52330-000</a>	Natural Gas	1,500.00	1,500.00	65.80	65.80	1,434.20	95.60 %
<a href="#">100-4200-52340-000</a>	Refuse Removal	1,200.00	1,200.00	174.82	174.82	1,025.18	85.43 %
<a href="#">100-4200-52350-000</a>	Telephone	1,000.00	1,000.00	67.98	67.98	932.02	93.20 %
<a href="#">100-4200-52360-000</a>	Television	450.00	450.00	46.81	46.81	403.19	89.60 %
<a href="#">100-4200-52370-000</a>	Water & Sewer	3,000.00	3,000.00	279.18	279.18	2,720.82	90.69 %
<a href="#">100-4200-52511-000</a>	Fuel	131,760.00	131,760.00	13,276.97	13,276.97	118,483.03	89.92 %
<a href="#">100-4200-52512-000</a>	Oil, Lubricants, Etc.	12,000.00	12,000.00	547.44	547.44	11,452.56	95.44 %
<a href="#">100-4200-52513-000</a>	Vehicle Parts	125,000.00	125,000.00	3,650.53	3,650.53	121,349.47	97.08 %
<a href="#">100-4200-52514-000</a>	Tires & Repairs	65,000.00	65,000.00	911.42	911.42	64,088.58	98.60 %
<a href="#">100-4200-52515-000</a>	Batteries	16,500.00	16,500.00	2,709.60	2,709.60	13,790.40	83.58 %
<a href="#">100-4200-52519-000</a>	Shop Supplies	18,000.00	18,000.00	617.61	617.61	17,382.39	96.57 %
<a href="#">100-4200-52520-000</a>	Vehicle Services	120,000.00	120,000.00	5,623.12	5,623.12	114,376.88	95.31 %
<a href="#">100-4200-52521-000</a>	Ground Ladder Testing	4,000.00	4,000.00	0.00	0.00	4,000.00	100.00 %
<a href="#">100-4200-52522-000</a>	Aerial Ladder Testing	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-4200-52540-000</a>	Building Services	0.00	0.00	75.00	75.00	-75.00	0.00 %
<a href="#">100-4200-52560-000</a>	Equipment Services	10,000.00	10,000.00	1,394.20	1,394.20	8,605.80	86.06 %
<a href="#">100-4200-52622-000</a>	Vehicle Lease	0.00	0.00	6,003.15	6,003.15	-6,003.15	0.00 %
<b>Department: 4200 - FLEET SERVICES Total:</b>		<b>1,117,968.00</b>	<b>1,117,968.00</b>	<b>71,239.44</b>	<b>71,239.44</b>	<b>1,046,728.56</b>	<b>93.63 %</b>
<b>Department: 4230 - FACILITY MAINTENANCE</b>							
<a href="#">100-4230-51120-000</a>	Hourly	47,154.00	47,154.00	4,133.88	4,133.88	43,020.12	91.23 %
<a href="#">100-4230-51150-000</a>	Overtime	943.00	943.00	49.85	49.85	893.15	94.71 %
<a href="#">100-4230-51190-000</a>	PTO Paid Out	1,443.00	1,443.00	0.00	0.00	1,443.00	100.00 %
<a href="#">100-4230-51211-000</a>	Medical Insurance	10,583.00	10,583.00	0.00	0.00	10,583.00	100.00 %
<a href="#">100-4230-51212-000</a>	Dental Insurance	489.00	489.00	0.00	0.00	489.00	100.00 %
<a href="#">100-4230-51213-000</a>	Vision Insurance	96.00	96.00	0.00	0.00	96.00	100.00 %
<a href="#">100-4230-51216-000</a>	Life Insurance	60.00	60.00	4.80	4.80	55.20	92.00 %
<a href="#">100-4230-51218-000</a>	STD Insurance	248.00	248.00	15.76	15.76	232.24	93.65 %
<a href="#">100-4230-51230-000</a>	Social Security	3,072.00	3,072.00	250.49	250.49	2,821.51	91.85 %
<a href="#">100-4230-51231-000</a>	Medicare	718.00	718.00	58.58	58.58	659.42	91.84 %
<a href="#">100-4230-51251-000</a>	ASRS	5,687.00	5,687.00	396.20	396.20	5,290.80	93.03 %
<a href="#">100-4230-51270-000</a>	Workers Compensation	2,586.00	2,586.00	0.00	0.00	2,586.00	100.00 %
<a href="#">100-4230-51290-000</a>	PEHP	495.00	495.00	0.00	0.00	495.00	100.00 %
<a href="#">100-4230-52148-000</a>	Small Tools & Instruments	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-4230-52223-000</a>	Consultants-General	20,000.00	20,000.00	0.00	0.00	20,000.00	100.00 %
<a href="#">100-4230-52310-000</a>	Cell Phones & Pagers	800.00	800.00	120.74	120.74	679.26	84.91 %
<a href="#">100-4230-52320-000</a>	Electric	2,400.00	2,400.00	0.00	0.00	2,400.00	100.00 %
<a href="#">100-4230-52330-000</a>	Natural Gas	125.00	125.00	5.92	5.92	119.08	95.26 %
<a href="#">100-4230-52350-000</a>	Telephone	40.00	40.00	0.00	0.00	40.00	100.00 %
<a href="#">100-4230-52370-000</a>	Water & Sewer	100.00	100.00	0.00	0.00	100.00	100.00 %
<a href="#">100-4230-52530-000</a>	Building Supplies	25,000.00	25,000.00	876.05	876.05	24,123.95	96.50 %
<a href="#">100-4230-52540-000</a>	Building Services	135,000.00	135,000.00	14,192.79	14,192.79	120,807.21	89.49 %
<a href="#">100-4230-52541-000</a>	Pest Control	8,000.00	8,000.00	0.00	0.00	8,000.00	100.00 %
<a href="#">100-4230-52542-000</a>	Janitorial Services	15,000.00	15,000.00	1,579.10	1,579.10	13,420.90	89.47 %
<a href="#">100-4230-52543-000</a>	Emergency Bldg. Maint.	45,000.00	45,000.00	0.00	0.00	45,000.00	100.00 %
<a href="#">100-4230-52544-000</a>	Preventive Maintenance	109,800.00	109,800.00	3,477.52	3,477.52	106,322.48	96.83 %
<a href="#">100-4230-52545-000</a>	Furnishings & Appliances	20,000.00	20,000.00	1,208.16	1,208.16	18,791.84	93.96 %
<a href="#">100-4230-52560-000</a>	Equipment Services	6,000.00	6,000.00	28.79	28.79	5,971.21	99.52 %
<a href="#">100-4230-52563-000</a>	Fire Sprinkler Insp/Maint	0.00	0.00	401.00	401.00	-401.00	0.00 %
<a href="#">100-4230-52620-000</a>	Equipment Rental	30,000.00	30,000.00	0.00	0.00	30,000.00	100.00 %
<b>Department: 4230 - FACILITY MAINTENANCE Total:</b>		<b>493,339.00</b>	<b>493,339.00</b>	<b>26,799.63</b>	<b>26,799.63</b>	<b>466,539.37</b>	<b>94.57 %</b>
<b>Department: 4260 - WAREHOUSE</b>							
<a href="#">100-4260-51120-000</a>	Hourly	97,698.00	97,698.00	6,362.66	6,362.66	91,335.34	93.49 %
<a href="#">100-4260-51130-000</a>	Temporary Or Part-Time	39,083.00	39,083.00	2,987.29	2,987.29	36,095.71	92.36 %
<a href="#">100-4260-51150-000</a>	Overtime	1,954.00	1,954.00	0.00	0.00	1,954.00	100.00 %
<a href="#">100-4260-51190-000</a>	PTO Paid Out	2,990.00	2,990.00	0.00	0.00	2,990.00	100.00 %
<a href="#">100-4260-51211-000</a>	Medical Insurance	21,166.00	21,166.00	0.00	0.00	21,166.00	100.00 %
<a href="#">100-4260-51212-000</a>	Dental Insurance	978.00	978.00	0.00	0.00	978.00	100.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">100-4260-51213-000</a>	Vision Insurance	192.00	192.00	0.00	0.00	192.00	100.00 %
<a href="#">100-4260-51216-000</a>	Life Insurance	120.00	120.00	9.60	9.60	110.40	92.00 %
<a href="#">100-4260-51218-000</a>	STD Insurance	513.00	513.00	25.47	25.47	487.53	95.04 %
<a href="#">100-4260-51230-000</a>	Social Security	8,787.00	8,787.00	568.50	568.50	8,218.50	93.53 %
<a href="#">100-4260-51231-000</a>	Medicare	2,055.00	2,055.00	132.97	132.97	1,922.03	93.53 %
<a href="#">100-4260-51251-000</a>	ASRS	11,783.00	11,783.00	1,073.35	1,073.35	10,709.65	90.89 %
<a href="#">100-4260-51270-000</a>	Workers Compensation	7,398.00	7,398.00	0.00	0.00	7,398.00	100.00 %
<a href="#">100-4260-51290-000</a>	PEHP	1,026.00	1,026.00	0.00	0.00	1,026.00	100.00 %
<a href="#">100-4260-52110-000</a>	Office Supplies	5,563.00	5,563.00	449.90	449.90	5,113.10	91.91 %
<a href="#">100-4260-52120-000</a>	Printing & Duplicating	2,000.00	2,000.00	0.00	0.00	2,000.00	100.00 %
<a href="#">100-4260-52139-000</a>	Operational Equipment	51,000.00	51,000.00	1,884.36	1,884.36	49,115.64	96.31 %
<a href="#">100-4260-52140-000</a>	Operational Supplies	64,416.00	64,416.00	0.00	0.00	64,416.00	100.00 %
<a href="#">100-4260-52141-000</a>	Uniforms	82,570.00	82,570.00	6,919.60	6,919.60	75,650.40	91.62 %
<a href="#">100-4260-52143-000</a>	Station Supplies	15,000.00	15,000.00	522.82	522.82	14,477.18	96.51 %
<a href="#">100-4260-52144-000</a>	Medical Supplies	65,880.00	65,880.00	17,875.70	17,875.70	48,004.30	72.87 %
<a href="#">100-4260-52145-000</a>	Consumable Rehab Goods	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
<a href="#">100-4260-52146-000</a>	Protective Equipment	95,160.00	95,160.00	2,079.50	2,079.50	93,080.50	97.81 %
<a href="#">100-4260-52160-000</a>	Dues, Memberships & Subscripti	500.00	500.00	0.00	0.00	500.00	100.00 %
<a href="#">100-4260-52170-000</a>	Travel & Per Diem	2,500.00	2,500.00	0.00	0.00	2,500.00	100.00 %
<a href="#">100-4260-52180-000</a>	Training	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
<a href="#">100-4260-52196-000</a>	Employee Recognition	0.00	0.00	67.02	67.02	-67.02	0.00 %
<a href="#">100-4260-52310-000</a>	Cell Phones & Pagers	2,000.00	2,000.00	212.79	212.79	1,787.21	89.36 %
<a href="#">100-4260-52320-000</a>	Electric	3,500.00	3,500.00	1,031.39	1,031.39	2,468.61	70.53 %
<a href="#">100-4260-52325-000</a>	Environmental Disposal	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-4260-52330-000</a>	Natural Gas	1,000.00	1,000.00	35.52	35.52	964.48	96.45 %
<a href="#">100-4260-52340-000</a>	Refuse Removal	1,200.00	1,200.00	174.82	174.82	1,025.18	85.43 %
<a href="#">100-4260-52350-000</a>	Telephone	250.00	250.00	33.99	33.99	216.01	86.40 %
<a href="#">100-4260-52370-000</a>	Water & Sewer	2,100.00	2,100.00	123.25	123.25	1,976.75	94.13 %
<a href="#">100-4260-52515-000</a>	Batteries	6,000.00	6,000.00	117.00	117.00	5,883.00	98.05 %
<a href="#">100-4260-52535-000</a>	Janitorial Supplies	18,300.00	18,300.00	2,008.04	2,008.04	16,291.96	89.03 %
<a href="#">100-4260-52544-000</a>	Preventive Maintenance	16,000.00	16,000.00	0.00	0.00	16,000.00	100.00 %
<a href="#">100-4260-52550-000</a>	Equipment Supplies	0.00	0.00	2,682.28	2,682.28	-2,682.28	0.00 %
<a href="#">100-4260-52551-000</a>	SCBA Supplies	10,000.00	10,000.00	1,928.84	1,928.84	8,071.16	80.71 %
<a href="#">100-4260-52552-000</a>	SCBA Services	12,000.00	12,000.00	0.00	0.00	12,000.00	100.00 %
<a href="#">100-4260-52560-000</a>	Equipment Services	35,000.00	35,000.00	13,533.96	13,533.96	21,466.04	61.33 %
<a href="#">100-4260-52562-000</a>	Fire Extinguisher Insp/Maint	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
<a href="#">100-4260-52620-000</a>	Equipment Rental	366.00	366.00	0.00	0.00	366.00	100.00 %
<b>Department: 4260 - WAREHOUSE Total:</b>		<b>696,048.00</b>	<b>696,048.00</b>	<b>62,840.62</b>	<b>62,840.62</b>	<b>633,207.38</b>	<b>90.97 %</b>
<b>FinancialRpt: 4 - Support Services Total:</b>		<b>4,268,641.00</b>	<b>4,268,641.00</b>	<b>370,548.31</b>	<b>370,548.31</b>	<b>3,898,092.69</b>	<b>91.32 %</b>
<b>FinancialRpt: 9 - Undesignated</b>							
<b>Department: 9000 - NON-DEPARTMENTAL</b>							
<a href="#">100-9000-58000-000</a>	Interfund Transfers	1,895,000.00	1,895,000.00	0.00	0.00	1,895,000.00	100.00 %
<a href="#">100-9000-59000-000</a>	Contingency	5,000,000.00	5,000,000.00	0.00	0.00	5,000,000.00	100.00 %
<b>Department: 9000 - NON-DEPARTMENTAL Total:</b>		<b>6,895,000.00</b>	<b>6,895,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,895,000.00</b>	<b>100.00 %</b>
<b>FinancialRpt: 9 - Undesignated Total:</b>		<b>6,895,000.00</b>	<b>6,895,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,895,000.00</b>	<b>100.00 %</b>
<b>Expense Total:</b>		<b>34,976,783.00</b>	<b>34,976,783.00</b>	<b>1,684,680.10</b>	<b>1,684,680.10</b>	<b>33,292,102.90</b>	<b>95.18 %</b>
<b>Fund: 100 - GENERAL FUND Surplus (Deficit):</b>		<b>0.00</b>	<b>0.00</b>	<b>-1,385,457.41</b>	<b>-1,385,457.41</b>	<b>-1,385,457.41</b>	<b>0.00 %</b>
<b>Fund: 110 - MEDICAL SELF INSURANCE</b>							
<b>Revenue</b>							
<b>FinancialRpt: 9 - Undesignated</b>							
<b>Department: 9000 - NON-DEPARTMENTAL</b>							
<a href="#">110-9000-40000-000</a>	Beginning Fund Balance	2,000,000.00	2,000,000.00	0.00	0.00	-2,000,000.00	100.00 %
<a href="#">110-9000-42400-000</a>	Medical Self Ins Billings	3,000,000.00	3,000,000.00	0.00	0.00	-3,000,000.00	100.00 %
<a href="#">110-9000-42410-000</a>	Employee Medical Withholdings	0.00	0.00	34,950.94	34,950.94	34,950.94	0.00 %
<a href="#">110-9000-42411-000</a>	Employee Dental Withholdings	0.00	0.00	11,084.17	11,084.17	11,084.17	0.00 %
<a href="#">110-9000-42412-000</a>	Employee Vision Withholdings	0.00	0.00	2,157.61	2,157.61	2,157.61	0.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">110-9000-42413-000</a>	Employee FSA Withholdings	0.00	0.00	2,490.32	2,490.32	2,490.32	0.00 %
Department: 9000 - NON-DEPARTMENTAL Total:		5,000,000.00	5,000,000.00	50,683.04	50,683.04	-4,949,316.96	98.99 %
FinancialRpt: 9 - Undesignated Total:		5,000,000.00	5,000,000.00	50,683.04	50,683.04	-4,949,316.96	98.99 %
Revenue Total:		5,000,000.00	5,000,000.00	50,683.04	50,683.04	-4,949,316.96	98.99 %
Expense							
FinancialRpt: 9 - Undesignated							
Department: 9000 - NON-DEPARTMENTAL							
<a href="#">110-9000-52700-000</a>	Medical Claims	3,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00	100.00 %
<a href="#">110-9000-52701-000</a>	Dental Claims	0.00	0.00	36,180.32	36,180.32	-36,180.32	0.00 %
<a href="#">110-9000-52702-000</a>	Vision Claims	0.00	0.00	3,711.98	3,711.98	-3,711.98	0.00 %
<a href="#">110-9000-52703-000</a>	FSA Claims	0.00	0.00	1,673.52	1,673.52	-1,673.52	0.00 %
<a href="#">110-9000-52710-000</a>	Administrative Fees	0.00	0.00	76,505.36	76,505.36	-76,505.36	0.00 %
<a href="#">110-9000-59100-000</a>	Ending Fund Balance	2,000,000.00	2,000,000.00	0.00	0.00	2,000,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:		5,000,000.00	5,000,000.00	118,071.18	118,071.18	4,881,928.82	97.64 %
FinancialRpt: 9 - Undesignated Total:		5,000,000.00	5,000,000.00	118,071.18	118,071.18	4,881,928.82	97.64 %
Expense Total:		5,000,000.00	5,000,000.00	118,071.18	118,071.18	4,881,928.82	97.64 %
Fund: 110 - MEDICAL SELF INSURANCE Surplus (Deficit):		0.00	0.00	-67,388.14	-67,388.14	-67,388.14	0.00 %
Fund: 200 - WILDLAND FUND							
Revenue							
FinancialRpt: 3 - Operational							
Department: 3500 - OUT OF DISTRICT WILDLAND							
<a href="#">200-3500-42300-000</a>	State Land Fires	236,744.00	236,744.00	0.00	0.00	-236,744.00	100.00 %
Department: 3500 - OUT OF DISTRICT WILDLAND Total:		236,744.00	236,744.00	0.00	0.00	-236,744.00	100.00 %
FinancialRpt: 3 - Operational Total:		236,744.00	236,744.00	0.00	0.00	-236,744.00	100.00 %
Revenue Total:		236,744.00	236,744.00	0.00	0.00	-236,744.00	100.00 %
Expense							
FinancialRpt: 3 - Operational							
Department: 3500 - OUT OF DISTRICT WILDLAND							
<a href="#">200-3500-51120-000</a>	Hourly	72,501.00	72,501.00	0.00	0.00	72,501.00	100.00 %
<a href="#">200-3500-51140-000</a>	Holiday Pay	0.00	0.00	-301.77	-301.77	301.77	0.00 %
<a href="#">200-3500-51150-000</a>	Overtime	37,600.00	37,600.00	71,383.84	71,383.84	-33,783.84	-89.85 %
<a href="#">200-3500-51211-000</a>	Medical Insurance	35,793.00	35,793.00	0.00	0.00	35,793.00	100.00 %
<a href="#">200-3500-51216-000</a>	Life Insurance	0.00	0.00	23.75	23.75	-23.75	0.00 %
<a href="#">200-3500-51218-000</a>	STD Insurance	376.00	376.00	89.07	89.07	286.93	76.31 %
<a href="#">200-3500-51231-000</a>	Medicare	1,596.00	1,596.00	1,031.07	1,031.07	564.93	35.40 %
<a href="#">200-3500-51250-000</a>	PSPRS	23,650.00	23,650.00	13,547.79	13,547.79	10,102.21	42.72 %
<a href="#">200-3500-51270-000</a>	Workers Compensation	5,747.00	5,747.00	0.00	0.00	5,747.00	100.00 %
<a href="#">200-3500-51280-000</a>	Deferred Compensation	0.00	0.00	612.78	612.78	-612.78	0.00 %
<a href="#">200-3500-51290-000</a>	PEHP	1,101.00	1,101.00	0.00	0.00	1,101.00	100.00 %
<a href="#">200-3500-52140-000</a>	Operational Supplies	200.00	200.00	56.40	56.40	143.60	71.80 %
<a href="#">200-3500-52141-000</a>	Uniforms	300.00	300.00	0.00	0.00	300.00	100.00 %
<a href="#">200-3500-52170-000</a>	Travel & Per Diem	13,900.00	13,900.00	4,870.58	4,870.58	9,029.42	64.96 %
<a href="#">200-3500-52180-000</a>	Training	15,000.00	15,000.00	0.00	0.00	15,000.00	100.00 %
<a href="#">200-3500-52228-000</a>	Contract-Aircraft Services	4,700.00	4,700.00	0.00	0.00	4,700.00	100.00 %
<a href="#">200-3500-52320-000</a>	Electric	0.00	0.00	452.28	452.28	-452.28	0.00 %
<a href="#">200-3500-52330-000</a>	Natural Gas	0.00	0.00	46.24	46.24	-46.24	0.00 %
<a href="#">200-3500-52340-000</a>	Refuse Removal	0.00	0.00	266.23	266.23	-266.23	0.00 %
<a href="#">200-3500-52350-000</a>	Telephone	0.00	0.00	132.84	132.84	-132.84	0.00 %
<a href="#">200-3500-52370-000</a>	Water & Sewer	0.00	0.00	233.38	233.38	-233.38	0.00 %
<a href="#">200-3500-52511-000</a>	Fuel	4,000.00	4,000.00	38.44	38.44	3,961.56	99.04 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">200-3500-52550-000</a>	Equipment Supplies	20,280.00	20,280.00	0.00	0.00	20,280.00	100.00 %
<b>Department: 3500 - OUT OF DISTRICT WILDLAND Total:</b>		<b>236,744.00</b>	<b>236,744.00</b>	<b>92,482.92</b>	<b>92,482.92</b>	<b>144,261.08</b>	<b>60.94 %</b>
<b>FinancialRpt: 3 - Operational Total:</b>		<b>236,744.00</b>	<b>236,744.00</b>	<b>92,482.92</b>	<b>92,482.92</b>	<b>144,261.08</b>	<b>60.94 %</b>
<b>Expense Total:</b>		<b>236,744.00</b>	<b>236,744.00</b>	<b>92,482.92</b>	<b>92,482.92</b>	<b>144,261.08</b>	<b>60.94 %</b>
<b>Fund: 200 - WILDLAND FUND Surplus (Deficit):</b>		<b>0.00</b>	<b>0.00</b>	<b>-92,482.92</b>	<b>-92,482.92</b>	<b>-92,482.92</b>	<b>0.00 %</b>
<b>Fund: 250 - AMBULANCE FUND</b>							
<b>Revenue</b>							
<b>FinancialRpt: 3 - Operational</b>							
<b>Department: 3400 - EMS</b>							
<a href="#">250-3400-42380-000</a>	Ambulance Billings	2,300,000.00	2,300,000.00	163,985.65	163,985.65	-2,136,014.35	92.87 %
<b>Department: 3400 - EMS Total:</b>		<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>163,985.65</b>	<b>163,985.65</b>	<b>-2,136,014.35</b>	<b>92.87 %</b>
<b>FinancialRpt: 3 - Operational Total:</b>		<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>163,985.65</b>	<b>163,985.65</b>	<b>-2,136,014.35</b>	<b>92.87 %</b>
<b>Revenue Total:</b>		<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>163,985.65</b>	<b>163,985.65</b>	<b>-2,136,014.35</b>	<b>92.87 %</b>
<b>Expense</b>							
<b>FinancialRpt: 3 - Operational</b>							
<b>Department: 3400 - EMS</b>							
<a href="#">250-3400-51120-000</a>	Hourly	1,019,092.00	1,019,092.00	0.00	0.00	1,019,092.00	100.00 %
<a href="#">250-3400-51211-000</a>	Medical Insurance	185,732.00	185,732.00	0.00	0.00	185,732.00	100.00 %
<a href="#">250-3400-51212-000</a>	Dental Insurance	8,582.00	8,582.00	0.00	0.00	8,582.00	100.00 %
<a href="#">250-3400-51213-000</a>	Vision Insurance	1,685.00	1,685.00	0.00	0.00	1,685.00	100.00 %
<a href="#">250-3400-51215-000</a>	PSPRS-Cancer Insurance	878.00	878.00	0.00	0.00	878.00	100.00 %
<a href="#">250-3400-51216-000</a>	Life Insurance	1,053.00	1,053.00	0.00	0.00	1,053.00	100.00 %
<a href="#">250-3400-51231-000</a>	Medicare	18,573.00	18,573.00	0.00	0.00	18,573.00	100.00 %
<a href="#">250-3400-51250-000</a>	PSPRS	267,184.00	267,184.00	0.00	0.00	267,184.00	100.00 %
<a href="#">250-3400-51270-000</a>	Workers Compensation	66,864.00	66,864.00	0.00	0.00	66,864.00	100.00 %
<a href="#">250-3400-51290-000</a>	PEHP	12,809.00	12,809.00	0.00	0.00	12,809.00	100.00 %
<a href="#">250-3400-52110-000</a>	Office Supplies	2,037.00	2,037.00	0.00	0.00	2,037.00	100.00 %
<a href="#">250-3400-52115-000</a>	Fees	0.00	0.00	1,338.41	1,338.41	-1,338.41	0.00 %
<a href="#">250-3400-52118-000</a>	Collection Fees	2,144.00	2,144.00	0.00	0.00	2,144.00	100.00 %
<a href="#">250-3400-52119-000</a>	Rent Expense	134.00	134.00	0.00	0.00	134.00	100.00 %
<a href="#">250-3400-52140-000</a>	Operational Supplies	23,584.00	23,584.00	0.00	0.00	23,584.00	100.00 %
<a href="#">250-3400-52141-000</a>	Uniforms	30,230.00	30,230.00	0.00	0.00	30,230.00	100.00 %
<a href="#">250-3400-52144-000</a>	Medical Supplies	24,120.00	24,120.00	0.00	0.00	24,120.00	100.00 %
<a href="#">250-3400-52146-000</a>	Protective Equipment	34,840.00	34,840.00	0.00	0.00	34,840.00	100.00 %
<a href="#">250-3400-52150-000</a>	Postage & Mailings	2,412.00	2,412.00	123.48	123.48	2,288.52	94.88 %
<a href="#">250-3400-52160-000</a>	Dues, Memberships & Subscripti	572.00	572.00	0.00	0.00	572.00	100.00 %
<a href="#">250-3400-52170-000</a>	Travel & Per Diem	1,340.00	1,340.00	0.00	0.00	1,340.00	100.00 %
<a href="#">250-3400-52180-000</a>	Training	18,670.00	18,670.00	0.00	0.00	18,670.00	100.00 %
<a href="#">250-3400-52192-000</a>	Public Affairs	9,688.00	9,688.00	0.00	0.00	9,688.00	100.00 %
<a href="#">250-3400-52210-000</a>	Accounting & Auditing	6,432.00	6,432.00	0.00	0.00	6,432.00	100.00 %
<a href="#">250-3400-52220-000</a>	Software	71,556.00	71,556.00	0.00	0.00	71,556.00	100.00 %
<a href="#">250-3400-52223-000</a>	Consultants-General	0.00	0.00	98,646.24	98,646.24	-98,646.24	0.00 %
<a href="#">250-3400-52227-000</a>	Contract Labor	27,777.00	27,777.00	0.00	0.00	27,777.00	100.00 %
<a href="#">250-3400-52240-000</a>	Health Services	28,140.00	28,140.00	0.00	0.00	28,140.00	100.00 %
<a href="#">250-3400-52260-000</a>	Legal	21,617.00	21,617.00	0.00	0.00	21,617.00	100.00 %
<a href="#">250-3400-52320-000</a>	Electric	1,608.00	1,608.00	0.00	0.00	1,608.00	100.00 %
<a href="#">250-3400-52330-000</a>	Natural Gas	161.00	161.00	0.00	0.00	161.00	100.00 %
<a href="#">250-3400-52340-000</a>	Refuse Removal	107.00	107.00	0.00	0.00	107.00	100.00 %
<a href="#">250-3400-52350-000</a>	Telephone	54.00	54.00	0.00	0.00	54.00	100.00 %
<a href="#">250-3400-52370-000</a>	Water & Sewer	536.00	536.00	0.00	0.00	536.00	100.00 %
<a href="#">250-3400-52390-000</a>	Dispatch Services	268,279.00	268,279.00	0.00	0.00	268,279.00	100.00 %
<a href="#">250-3400-52430-000</a>	Gen. Liab. & Auto Insurance	45,560.00	45,560.00	0.00	0.00	45,560.00	100.00 %
<a href="#">250-3400-52511-000</a>	Fuel	48,240.00	48,240.00	0.00	0.00	48,240.00	100.00 %
<a href="#">250-3400-52535-000</a>	Janitorial Supplies	6,700.00	6,700.00	0.00	0.00	6,700.00	100.00 %



	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remainder
<a href="#">250-3400-52544-000</a> Preventive Maintenance	40,200.00	40,200.00	0.00	0.00	40,200.00	100.00 %
Department: 3400 - EMS Total:	2,299,190.00	2,299,190.00	100,108.13	100,108.13	2,199,081.87	95.65 %
FinancialRpt: 3 - Operational Total:	2,299,190.00	2,299,190.00	100,108.13	100,108.13	2,199,081.87	95.65 %
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">250-9000-59000-000</a> Contingency	810.00	810.00	0.00	0.00	810.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	810.00	810.00	0.00	0.00	810.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	810.00	810.00	0.00	0.00	810.00	100.00 %
Expense Total:	2,300,000.00	2,300,000.00	100,108.13	100,108.13	2,199,891.87	95.65 %
Fund: 250 - AMBULANCE FUND Surplus (Deficit):	0.00	0.00	63,877.52	63,877.52	63,877.52	0.00 %
Fund: 400 - CAPITAL PROJECTS						
Revenue						
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">400-9000-40000-000</a> Beginning Fund Balance	1,000,000.00	1,000,000.00	0.00	0.00	-1,000,000.00	100.00 %
<a href="#">400-9000-42395-000</a> Communication Contract R	65,000.00	65,000.00	1,841.60	1,841.60	-63,158.40	97.17 %
<a href="#">400-9000-48000-000</a> Transfers In	1,895,000.00	1,895,000.00	0.00	0.00	-1,895,000.00	100.00 %
<a href="#">400-9000-49000-000</a> Bond Proceeds	15,000,000.00	15,000,000.00	0.00	0.00	-15,000,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	17,960,000.00	17,960,000.00	1,841.60	1,841.60	-17,958,158.40	99.99 %
FinancialRpt: 9 - Undesignated Total:	17,960,000.00	17,960,000.00	1,841.60	1,841.60	-17,958,158.40	99.99 %
Revenue Total:	17,960,000.00	17,960,000.00	1,841.60	1,841.60	-17,958,158.40	99.99 %
Expense						
FinancialRpt: 3 - Operational						
Department: 3400 - EMS						
<a href="#">400-3400-54130-037</a> Furniture & Equipment	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
Department: 3400 - EMS Total:	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
FinancialRpt: 3 - Operational Total:	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
FinancialRpt: 4 - Support Services						
Department: 4100 - INFORMATION TECHNOLOGY						
<a href="#">400-4100-54138-004</a> Computers & Software	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
<a href="#">400-4100-54138-036</a> Computer & Software	375,000.00	375,000.00	0.00	0.00	375,000.00	100.00 %
<a href="#">400-4100-54138-038</a> Computer & Software	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
Department: 4100 - INFORMATION TECHNOLOGY Total:	675,000.00	675,000.00	0.00	0.00	675,000.00	100.00 %
Department: 4200 - FLEET SERVICES						
<a href="#">400-4200-54140-003</a> Vehicles	1,000,000.00	1,000,000.00	0.00	0.00	1,000,000.00	100.00 %
Department: 4200 - FLEET SERVICES Total:	1,000,000.00	1,000,000.00	0.00	0.00	1,000,000.00	100.00 %
Department: 4230 - FACILITY MAINTENANCE						
<a href="#">400-4230-54120-055</a> Buildings & Improvements	40,000.00	40,000.00	0.00	0.00	40,000.00	100.00 %
Department: 4230 - FACILITY MAINTENANCE Total:	40,000.00	40,000.00	0.00	0.00	40,000.00	100.00 %
Department: 4260 - WAREHOUSE						
<a href="#">400-4260-54130-019</a> Furniture & Equipment	30,000.00	30,000.00	0.00	0.00	30,000.00	100.00 %
Department: 4260 - WAREHOUSE Total:	30,000.00	30,000.00	0.00	0.00	30,000.00	100.00 %
FinancialRpt: 4 - Support Services Total:	1,745,000.00	1,745,000.00	0.00	0.00	1,745,000.00	100.00 %
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">400-9000-59000-000</a> Contingency	16,065,000.00	16,065,000.00	0.00	0.00	16,065,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	16,065,000.00	16,065,000.00	0.00	0.00	16,065,000.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	16,065,000.00	16,065,000.00	0.00	0.00	16,065,000.00	100.00 %
Expense Total:	17,960,000.00	17,960,000.00	0.00	0.00	17,960,000.00	100.00 %
Fund: 400 - CAPITAL PROJECTS Surplus (Deficit):	0.00	0.00	1,841.60	1,841.60	1,841.60	0.00 %

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remai
<b>Fund: 450 - CAPITAL RESERVE</b>						
Revenue						
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">450-9000-40000-000</a> Beginning Fund Balance	1,207,493.00	1,207,493.00	0.00	0.00	-1,207,493.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	1,207,493.00	1,207,493.00	0.00	0.00	-1,207,493.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	1,207,493.00	1,207,493.00	0.00	0.00	-1,207,493.00	100.00 %
Revenue Total:	1,207,493.00	1,207,493.00	0.00	0.00	-1,207,493.00	100.00 %
Expense						
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">450-9000-59000-000</a> Contingency	1,207,493.00	1,207,493.00	0.00	0.00	1,207,493.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	1,207,493.00	1,207,493.00	0.00	0.00	1,207,493.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	1,207,493.00	1,207,493.00	0.00	0.00	1,207,493.00	100.00 %
Expense Total:	1,207,493.00	1,207,493.00	0.00	0.00	1,207,493.00	100.00 %
Fund: 450 - CAPITAL RESERVE Surplus (Deficit):	0.00	0.00	0.00	0.00	0.00	0.00 %
<b>Fund: 480 - GRANT PROGRAM</b>						
Revenue						
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">480-9000-40000-000</a> Beginning Fund Balance	1,000,000.00	1,000,000.00	0.00	0.00	-1,000,000.00	100.00 %
<a href="#">480-9000-47000-000</a> Grant Revenue	2,000,000.00	2,000,000.00	0.00	0.00	-2,000,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	3,000,000.00	3,000,000.00	0.00	0.00	-3,000,000.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	3,000,000.00	3,000,000.00	0.00	0.00	-3,000,000.00	100.00 %
Revenue Total:	3,000,000.00	3,000,000.00	0.00	0.00	-3,000,000.00	100.00 %
Expense						
FinancialRpt: 2 - Community Safety						
Department: 2200 - SPECIAL PROJECTS						
<a href="#">480-2200-51120-117</a> Hourly	0.00	0.00	6,612.87	6,612.87	-6,612.87	0.00 %
<a href="#">480-2200-51140-117</a> Holiday Pay	0.00	0.00	452.16	452.16	-452.16	0.00 %
<a href="#">480-2200-51216-117</a> Life Insurance	0.00	0.00	8.91	8.91	-8.91	0.00 %
<a href="#">480-2200-51218-117</a> STD Insurance	0.00	0.00	28.60	28.60	-28.60	0.00 %
<a href="#">480-2200-51231-117</a> Medicare	0.00	0.00	46.41	46.41	-46.41	0.00 %
<a href="#">480-2200-51250-117</a> PSPRS	0.00	0.00	185.87	185.87	-185.87	0.00 %
Department: 2200 - SPECIAL PROJECTS Total:	0.00	0.00	7,334.82	7,334.82	-7,334.82	0.00 %
FinancialRpt: 2 - Community Safety Total:	0.00	0.00	7,334.82	7,334.82	-7,334.82	0.00 %
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">480-9000-57000-000</a> Unfunded Grant Expenses	3,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:	3,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	3,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00	100.00 %
Expense Total:	3,000,000.00	3,000,000.00	7,334.82	7,334.82	2,992,665.18	99.76 %
Fund: 480 - GRANT PROGRAM Surplus (Deficit):	0.00	0.00	-7,334.82	-7,334.82	-7,334.82	0.00 %
<b>Fund: 500 - GO DEBT SERVICE</b>						
Revenue						
FinancialRpt: 9 - Undesignated						
Department: 9000 - NON-DEPARTMENTAL						
<a href="#">500-9000-41100-000</a> Property Taxes-CY	3,029,322.00	3,029,322.00	0.00	0.00	-3,029,322.00	100.00 %
<a href="#">500-9000-41150-000</a> Property Taxes-PY	0.00	0.00	22,039.33	22,039.33	22,039.33	0.00 %
<a href="#">500-9000-43100-000</a> Investment Revenue	0.00	0.00	1,348.69	1,348.69	1,348.69	0.00 %



		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<a href="#">500-9000-49150-000</a>	Build America Bond Rebate	140,000.00	140,000.00	0.00	0.00	-140,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:		3,169,322.00	3,169,322.00	23,388.02	23,388.02	-3,145,933.98	99.26 %
FinancialRpt: 9 - Undesignated Total:		3,169,322.00	3,169,322.00	23,388.02	23,388.02	-3,145,933.98	99.26 %
Revenue Total:		3,169,322.00	3,169,322.00	23,388.02	23,388.02	-3,145,933.98	99.26 %
<b>Expense</b>							
FinancialRpt: 9 - Undesignated							
Department: 9000 - NON-DEPARTMENTAL							
<a href="#">500-9000-52116-000</a>	Bond Administrative Fees	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
<a href="#">500-9000-53021-000</a>	2007 Series A Bond Principal	590,000.00	590,000.00	590,000.00	590,000.00	0.00	0.00 %
<a href="#">500-9000-53022-000</a>	2010 Series A Bond Principal	475,000.00	475,000.00	0.00	0.00	475,000.00	100.00 %
<a href="#">500-9000-53023-000</a>	2014 Series Refunding Bond Princip	820,000.00	820,000.00	0.00	0.00	820,000.00	100.00 %
<a href="#">500-9000-53121-000</a>	2007 Series A Bond Interest	447,013.00	447,013.00	24,837.50	24,837.50	422,175.50	94.44 %
<a href="#">500-9000-53122-000</a>	2010 Series A Bond Interest	463,659.00	463,659.00	0.00	0.00	463,659.00	100.00 %
<a href="#">500-9000-53123-000</a>	2014 Series Refunding Bond Interes	218,650.00	218,650.00	0.00	0.00	218,650.00	100.00 %
<a href="#">500-9000-59000-000</a>	Contingency	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
Department: 9000 - NON-DEPARTMENTAL Total:		3,169,322.00	3,169,322.00	614,837.50	614,837.50	2,554,484.50	80.60 %
FinancialRpt: 9 - Undesignated Total:		3,169,322.00	3,169,322.00	614,837.50	614,837.50	2,554,484.50	80.60 %
Expense Total:		3,169,322.00	3,169,322.00	614,837.50	614,837.50	2,554,484.50	80.60 %
Fund: 500 - GO DEBT SERVICE Surplus (Deficit):		0.00	0.00	-591,449.48	-591,449.48	-591,449.48	0.00 %
Report Surplus (Deficit):		0.00	0.00	-2,078,393.65	-2,078,393.65	-2,078,393.65	0.00 %



Department	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remainder
<b>Fund: 100 - GENERAL FUND</b>						
<b>Revenue</b>						
FinancialRpt: 2 - Community Safety						
2100 - PREVENTION & SAFETY	150,000.00	150,000.00	12,270.12	12,270.12	-137,729.88	91.82 %
2300 - BEHAVIORAL HLTH/COMM SVC	0.00	0.00	145.00	145.00	145.00	0.00 %
FinancialRpt: 2 - Community Safety Total:	150,000.00	150,000.00	12,415.12	12,415.12	-137,584.88	91.72 %
FinancialRpt: 3 - Operational						
3100 - TRAINING	40,000.00	40,000.00	2,650.00	2,650.00	-37,350.00	93.38 %
FinancialRpt: 3 - Operational Total:	40,000.00	40,000.00	2,650.00	2,650.00	-37,350.00	93.38 %
FinancialRpt: 9 - Undesignated						
9000 - NON-DEPARTMENTAL	34,786,783.00	34,786,783.00	284,157.57	284,157.57	-34,502,625.43	99.18 %
FinancialRpt: 9 - Undesignated Total:	34,786,783.00	34,786,783.00	284,157.57	284,157.57	-34,502,625.43	99.18 %
Revenue Total:	34,976,783.00	34,976,783.00	299,222.69	299,222.69	-34,677,560.31	99.14 %
<b>Expense</b>						
FinancialRpt: 1 - Administrative Costs						
1200 - FIRE CHIEF	265,799.00	265,799.00	16,811.08	16,811.08	248,987.92	93.68 %
1220 - FIRE OPERATIONS - ADMIN	1,284,734.00	1,137,573.00	66,580.36	66,580.36	1,070,992.64	94.15 %
1230 - ADMINISTRATIVE SERVICES	647,751.00	647,751.00	86,985.16	86,985.16	560,765.84	86.57 %
1240 - HUMAN RESOURCES	542,293.00	542,293.00	36,884.37	36,884.37	505,408.63	93.20 %
1250 - FINANCE	515,173.00	515,173.00	32,474.95	32,474.95	482,698.05	93.70 %
1280 - COMMUNITY AFFAIRS	281,154.00	281,154.00	16,561.77	16,561.77	264,592.23	94.11 %
FinancialRpt: 1 - Administrative Costs Total:	3,536,904.00	3,389,743.00	256,297.69	256,297.69	3,133,445.31	92.44 %
FinancialRpt: 2 - Community Safety						
2100 - PREVENTION & SAFETY	1,037,020.00	1,037,020.00	59,345.20	59,345.20	977,674.80	94.28 %
2250 - HEALTH & SAFETY	50,400.00	50,400.00	1.64	1.64	50,398.36	100.00 %
2300 - BEHAVIORAL HLTH/COMM SVC	188,790.00	188,790.00	3,805.19	3,805.19	184,984.81	97.98 %
FinancialRpt: 2 - Community Safety Total:	1,276,210.00	1,276,210.00	63,152.03	63,152.03	1,213,057.97	95.05 %
FinancialRpt: 3 - Operational						
3100 - TRAINING	737,298.00	737,298.00	33,016.63	33,016.63	704,281.37	95.52 %
3110 - BATTALION CHIEFS	18,750.00	0.00	0.00	0.00	0.00	0.00 %
3210 - TECHNICAL RESCUE TEAM	13,200.00	13,200.00	0.00	0.00	13,200.00	100.00 %
3220 - HAZMAT	14,500.00	14,500.00	0.00	0.00	14,500.00	100.00 %
3300 - FIRE/RESCUE SERVICES	17,138,199.00	17,304,110.00	892,632.68	892,632.68	16,411,477.32	94.84 %
3400 - EMS	1,078,081.00	1,078,081.00	69,032.76	69,032.76	1,009,048.24	93.60 %
FinancialRpt: 3 - Operational Total:	19,000,028.00	19,147,189.00	994,682.07	994,682.07	18,152,506.93	94.81 %
FinancialRpt: 4 - Support Services						
4100 - INFORMATION TECHNOLOGY	895,428.00	895,428.00	115,031.79	115,031.79	780,396.21	87.15 %
4150 - COMMUNICATIONS	1,065,858.00	1,065,858.00	94,636.83	94,636.83	971,221.17	91.12 %
4200 - FLEET SERVICES	1,117,968.00	1,117,968.00	71,239.44	71,239.44	1,046,728.56	93.63 %
4230 - FACILITY MAINTENANCE	493,339.00	493,339.00	26,799.63	26,799.63	466,539.37	94.57 %
4260 - WAREHOUSE	696,048.00	696,048.00	62,840.62	62,840.62	633,207.38	90.97 %
FinancialRpt: 4 - Support Services Total:	4,268,641.00	4,268,641.00	370,548.31	370,548.31	3,898,092.69	91.32 %
FinancialRpt: 9 - Undesignated						
9000 - NON-DEPARTMENTAL	6,895,000.00	6,895,000.00	0.00	0.00	6,895,000.00	100.00 %
FinancialRpt: 9 - Undesignated Total:	6,895,000.00	6,895,000.00	0.00	0.00	6,895,000.00	100.00 %
Expense Total:	34,976,783.00	34,976,783.00	1,684,680.10	1,684,680.10	33,292,102.90	95.18 %
Fund: 100 - GENERAL FUND Surplus (Deficit):	0.00	0.00	-1,385,457.41	-1,385,457.41	-1,385,457.41	0.00 %
<b>Fund: 110 - MEDICAL SELF INSURANCE</b>						
<b>Revenue</b>						
FinancialRpt: 9 - Undesignated						
9000 - NON-DEPARTMENTAL	5,000,000.00	5,000,000.00	50,683.04	50,683.04	-4,949,316.96	98.99 %

## Monthly Budget Report

For Fiscal: 2016-2017 Period Ending: 07/31/2017

Department	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remain
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>5,000,000.00</b>	<b>5,000,000.00</b>	<b>50,683.04</b>	<b>50,683.04</b>	<b>-4,949,316.96</b>	<b>98.99 %</b>
<b>Revenue Total:</b>	<b>5,000,000.00</b>	<b>5,000,000.00</b>	<b>50,683.04</b>	<b>50,683.04</b>	<b>-4,949,316.96</b>	<b>98.99 %</b>
<b>Expense</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	5,000,000.00	5,000,000.00	118,071.18	118,071.18	4,881,928.82	97.64 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>5,000,000.00</b>	<b>5,000,000.00</b>	<b>118,071.18</b>	<b>118,071.18</b>	<b>4,881,928.82</b>	<b>97.64 %</b>
<b>Expense Total:</b>	<b>5,000,000.00</b>	<b>5,000,000.00</b>	<b>118,071.18</b>	<b>118,071.18</b>	<b>4,881,928.82</b>	<b>97.64 %</b>
<b>Fund: 110 - MEDICAL SELF INSURANCE Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-67,388.14</b>	<b>-67,388.14</b>	<b>-67,388.14</b>	<b>0.00 %</b>
<b>Fund: 200 - WILDLAND FUND</b>						
<b>Revenue</b>						
<b>FinancialRpt: 3 - Operational</b>						
3500 - OUT OF DISTRICT WILDLAND	236,744.00	236,744.00	0.00	0.00	-236,744.00	100.00 %
<b>FinancialRpt: 3 - Operational Total:</b>	<b>236,744.00</b>	<b>236,744.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-236,744.00</b>	<b>100.00 %</b>
<b>Revenue Total:</b>	<b>236,744.00</b>	<b>236,744.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-236,744.00</b>	<b>100.00 %</b>
<b>Expense</b>						
<b>FinancialRpt: 3 - Operational</b>						
3500 - OUT OF DISTRICT WILDLAND	236,744.00	236,744.00	92,482.92	92,482.92	144,261.08	60.94 %
<b>FinancialRpt: 3 - Operational Total:</b>	<b>236,744.00</b>	<b>236,744.00</b>	<b>92,482.92</b>	<b>92,482.92</b>	<b>144,261.08</b>	<b>60.94 %</b>
<b>Expense Total:</b>	<b>236,744.00</b>	<b>236,744.00</b>	<b>92,482.92</b>	<b>92,482.92</b>	<b>144,261.08</b>	<b>60.94 %</b>
<b>Fund: 200 - WILDLAND FUND Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-92,482.92</b>	<b>-92,482.92</b>	<b>-92,482.92</b>	<b>0.00 %</b>
<b>Fund: 250 - AMBULANCE FUND</b>						
<b>Revenue</b>						
<b>FinancialRpt: 3 - Operational</b>						
3400 - EMS	2,300,000.00	2,300,000.00	163,985.65	163,985.65	-2,136,014.35	92.87 %
<b>FinancialRpt: 3 - Operational Total:</b>	<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>163,985.65</b>	<b>163,985.65</b>	<b>-2,136,014.35</b>	<b>92.87 %</b>
<b>Revenue Total:</b>	<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>163,985.65</b>	<b>163,985.65</b>	<b>-2,136,014.35</b>	<b>92.87 %</b>
<b>Expense</b>						
<b>FinancialRpt: 3 - Operational</b>						
3400 - EMS	2,299,190.00	2,299,190.00	100,108.13	100,108.13	2,199,081.87	95.65 %
<b>FinancialRpt: 3 - Operational Total:</b>	<b>2,299,190.00</b>	<b>2,299,190.00</b>	<b>100,108.13</b>	<b>100,108.13</b>	<b>2,199,081.87</b>	<b>95.65 %</b>
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	810.00	810.00	0.00	0.00	810.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>810.00</b>	<b>810.00</b>	<b>0.00</b>	<b>0.00</b>	<b>810.00</b>	<b>100.00 %</b>
<b>Expense Total:</b>	<b>2,300,000.00</b>	<b>2,300,000.00</b>	<b>100,108.13</b>	<b>100,108.13</b>	<b>2,199,891.87</b>	<b>95.65 %</b>
<b>Fund: 250 - AMBULANCE FUND Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>63,877.52</b>	<b>63,877.52</b>	<b>63,877.52</b>	<b>0.00 %</b>
<b>Fund: 400 - CAPITAL PROJECTS</b>						
<b>Revenue</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	17,960,000.00	17,960,000.00	1,841.60	1,841.60	-17,958,158.40	99.99 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>17,960,000.00</b>	<b>17,960,000.00</b>	<b>1,841.60</b>	<b>1,841.60</b>	<b>-17,958,158.40</b>	<b>99.99 %</b>
<b>Revenue Total:</b>	<b>17,960,000.00</b>	<b>17,960,000.00</b>	<b>1,841.60</b>	<b>1,841.60</b>	<b>-17,958,158.40</b>	<b>99.99 %</b>
<b>Expense</b>						
<b>FinancialRpt: 3 - Operational</b>						
3400 - EMS	150,000.00	150,000.00	0.00	0.00	150,000.00	100.00 %
<b>FinancialRpt: 3 - Operational Total:</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>150,000.00</b>	<b>100.00 %</b>
<b>FinancialRpt: 4 - Support Services</b>						
4100 - INFORMATION TECHNOLOGY	675,000.00	675,000.00	0.00	0.00	675,000.00	100.00 %
4200 - FLEET SERVICES	1,000,000.00	1,000,000.00	0.00	0.00	1,000,000.00	100.00 %
4230 - FACILITY MAINTENANCE	40,000.00	40,000.00	0.00	0.00	40,000.00	100.00 %
4260 - WAREHOUSE	30,000.00	30,000.00	0.00	0.00	30,000.00	100.00 %
<b>FinancialRpt: 4 - Support Services Total:</b>	<b>1,745,000.00</b>	<b>1,745,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,745,000.00</b>	<b>100.00 %</b>

## Monthly Budget Report

For Fiscal: 2016-2017 Period Ending: 07/31/2017

Department	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Per Remainder
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	16,065,000.00	16,065,000.00	0.00	0.00	16,065,000.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>16,065,000.00</b>	<b>16,065,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>16,065,000.00</b>	<b>100.00 %</b>
<b>Expense Total:</b>	<b>17,960,000.00</b>	<b>17,960,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17,960,000.00</b>	<b>100.00 %</b>
<b>Fund: 400 - CAPITAL PROJECTS Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>1,841.60</b>	<b>1,841.60</b>	<b>1,841.60</b>	<b>0.00 %</b>
<b>Fund: 450 - CAPITAL RESERVE</b>						
<b>Revenue</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	1,207,493.00	1,207,493.00	0.00	0.00	-1,207,493.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>1,207,493.00</b>	<b>1,207,493.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1,207,493.00</b>	<b>100.00 %</b>
<b>Revenue Total:</b>	<b>1,207,493.00</b>	<b>1,207,493.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1,207,493.00</b>	<b>100.00 %</b>
<b>Expense</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	1,207,493.00	1,207,493.00	0.00	0.00	1,207,493.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>1,207,493.00</b>	<b>1,207,493.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,207,493.00</b>	<b>100.00 %</b>
<b>Expense Total:</b>	<b>1,207,493.00</b>	<b>1,207,493.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,207,493.00</b>	<b>100.00 %</b>
<b>Fund: 450 - CAPITAL RESERVE Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>
<b>Fund: 480 - GRANT PROGRAM</b>						
<b>Revenue</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	3,000,000.00	3,000,000.00	0.00	0.00	-3,000,000.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>3,000,000.00</b>	<b>3,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3,000,000.00</b>	<b>100.00 %</b>
<b>Revenue Total:</b>	<b>3,000,000.00</b>	<b>3,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-3,000,000.00</b>	<b>100.00 %</b>
<b>Expense</b>						
<b>FinancialRpt: 2 - Community Safety</b>						
2200 - SPECIAL PROJECTS	0.00	0.00	7,334.82	7,334.82	-7,334.82	0.00 %
<b>FinancialRpt: 2 - Community Safety Total:</b>	<b>0.00</b>	<b>0.00</b>	<b>7,334.82</b>	<b>7,334.82</b>	<b>-7,334.82</b>	<b>0.00 %</b>
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	3,000,000.00	3,000,000.00	0.00	0.00	3,000,000.00	100.00 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>3,000,000.00</b>	<b>3,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,000,000.00</b>	<b>100.00 %</b>
<b>Expense Total:</b>	<b>3,000,000.00</b>	<b>3,000,000.00</b>	<b>7,334.82</b>	<b>7,334.82</b>	<b>2,992,665.18</b>	<b>99.76 %</b>
<b>Fund: 480 - GRANT PROGRAM Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-7,334.82</b>	<b>-7,334.82</b>	<b>-7,334.82</b>	<b>0.00 %</b>
<b>Fund: 500 - GO DEBT SERVICE</b>						
<b>Revenue</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	3,169,322.00	3,169,322.00	23,388.02	23,388.02	-3,145,933.98	99.26 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>3,169,322.00</b>	<b>3,169,322.00</b>	<b>23,388.02</b>	<b>23,388.02</b>	<b>-3,145,933.98</b>	<b>99.26 %</b>
<b>Revenue Total:</b>	<b>3,169,322.00</b>	<b>3,169,322.00</b>	<b>23,388.02</b>	<b>23,388.02</b>	<b>-3,145,933.98</b>	<b>99.26 %</b>
<b>Expense</b>						
<b>FinancialRpt: 9 - Undesignated</b>						
9000 - NON-DEPARTMENTAL	3,169,322.00	3,169,322.00	614,837.50	614,837.50	2,554,484.50	80.60 %
<b>FinancialRpt: 9 - Undesignated Total:</b>	<b>3,169,322.00</b>	<b>3,169,322.00</b>	<b>614,837.50</b>	<b>614,837.50</b>	<b>2,554,484.50</b>	<b>80.60 %</b>
<b>Expense Total:</b>	<b>3,169,322.00</b>	<b>3,169,322.00</b>	<b>614,837.50</b>	<b>614,837.50</b>	<b>2,554,484.50</b>	<b>80.60 %</b>
<b>Fund: 500 - GO DEBT SERVICE Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-591,449.48</b>	<b>-591,449.48</b>	<b>-591,449.48</b>	<b>0.00 %</b>
<b>Report Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-2,078,393.65</b>	<b>-2,078,393.65</b>	<b>-2,078,393.65</b>	<b>0.00 %</b>

## Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
100 - GENERAL FUND	0.00	0.00	-1,385,457.41	-1,385,457.41	-1,385,457.41
110 - MEDICAL SELF INSURANCE	0.00	0.00	-67,388.14	-67,388.14	-67,388.14
200 - WILDLAND FUND	0.00	0.00	-92,482.92	-92,482.92	-92,482.92
250 - AMBULANCE FUND	0.00	0.00	63,877.52	63,877.52	63,877.52
400 - CAPITAL PROJECTS	0.00	0.00	1,841.60	1,841.60	1,841.60
450 - CAPITAL RESERVE	0.00	0.00	0.00	0.00	0.00
480 - GRANT PROGRAM	0.00	0.00	-7,334.82	-7,334.82	-7,334.82
500 - GO DEBT SERVICE	0.00	0.00	-591,449.48	-591,449.48	-591,449.48
<b>Report Surplus (Deficit):</b>	<b>0.00</b>	<b>0.00</b>	<b>-2,078,393.65</b>	<b>-2,078,393.65</b>	<b>-2,078,393.65</b>





# Pooled Cash Report

NORTHWEST FIRE DISTRICT AZ

For the Period Ending 7/31/2016

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
CLAIM ON CASH					
100-11015-000	Claim on Pooled Cash	6,743,677.09	(2,771,853.03)	3,971,824.06	
110-11015-000	Claim on Pooled Cash	2,236,789.10	(246,590.94)	1,990,198.16	
200-11015-000	Claim on Pooled Cash	387,788.20	(158,210.54)	229,577.66	
250-11015-000	Claim on Pooled Cash	694,434.93	162,589.02	857,023.95	
400-11015-000	Claim on Pooled Cash	1,578,033.96	(961,783.13)	616,250.83	
450-11015-000	Claim on Pooled Cash	1,207,493.00	0.00	1,207,493.00	
480-11015-000	Claim on Pooled Cash	1,214,446.13	(15,560.50)	1,198,885.63	
500-11015-000	Claim on Pooled Cash	354,186.39	23,388.02	377,574.41	
TOTAL CLAIM ON CASH		14,416,848.80	(3,968,021.10)	10,448,827.70	
CASH IN BANK					
Cash in Bank					
999-11000-000	Wells Fargo - Operating Account	1,478,075.29	(1,070,647.26)	407,428.03	
999-11020-000	Cash On Deposit With County	10,867,425.02	(3,098,398.42)	7,769,026.60	
999-11030-000	Bond Levy	356,060.93	23,388.02	379,448.95	
999-11040-000	Bond Proceeds	0.00	0.00	0.00	
999-11041-000	Tax Exempt 2010 Bond Proceeds	0.00	0.00	0.00	
999-11042-000	BABS 2010 Bond Proceeds	0.00	0.00	0.00	
999-11050-000	JP Morgan Chase	0.00	0.00	0.00	
999-11060-000	Wells Fargo Bank-Ins Self Fund	15,961.94	13,311.48	29,273.42	
999-11070-000	Valley Schools Empl Ben Trust	0.00	0.00	0.00	
999-11080-000	Wells Fargo-Savings Account	401,598.45	51.17	401,649.62	
999-11090-000	Wells Fargo-Ambulance Account	1,297,727.17	162,647.24	1,460,374.41	
999-11135-000	Reserve-Unrealized Gains/Losse	0.00	0.00	0.00	
TOTAL: Cash in Bank		14,416,848.80	(3,969,647.77)	10,447,201.03	
Wages Payable					
999-21110-000	Accrued Salaries & Wages	0.00	1,626.67	1,626.67	
TOTAL: Wages Payable		0.00	1,626.67	1,626.67	
TOTAL CASH IN BANK		14,416,848.80	(3,968,021.10)	10,448,827.70	
DUE TO OTHER FUNDS					
999-28000-000	Due to Other Funds	14,416,848.80	(3,968,021.10)	10,448,827.70	
TOTAL DUE TO OTHER FUNDS		14,416,848.80	(3,968,021.10)	10,448,827.70	
Claim on Cash	10,448,827.70	Claim on Cash	10,448,827.70	Cash in Bank	10,448,827.70
Cash in Bank	10,448,827.70	Due To Other Funds	10,448,827.70	Due To Other Funds	10,448,827.70
Difference	0.00	Difference	0.00	Difference	0.00

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
<b><u>ACCOUNTS PAYABLE PENDING</u></b>					
100-21000-000	Accounts Payable	339,140.79	104,094.78	443,235.57	
110-21000-000	Accounts Payable	179,378.30	(179,202.80)	175.50	
200-21000-000	Accounts Payable	31,657.75	(2,275.02)	29,382.73	
250-21000-000	Accounts Payable	58.22	98,711.50	98,769.72	
400-21000-000	Accounts Payable	1,070,462.79	(968,236.67)	102,226.12	
480-21000-000	Accounts Payable	2,065.14	(86.62)	1,978.52	
500-21000-000	Accounts Payable	0.00	0.00	0.00	
<b>TOTAL ACCOUNTS PAYABLE PENDING</b>		<u>1,622,762.99</u>	<u>(946,994.83)</u>	<u>675,768.16</u>	
<b><u>DUE FROM OTHER FUNDS</u></b>					
999-18000-000	Due from Other Funds	<u>1,622,762.99</u>	<u>(946,994.83)</u>	<u>675,768.16</u>	
<b>TOTAL DUE FROM OTHER FUNDS</b>		<u>1,622,762.99</u>	<u>(946,994.83)</u>	<u>675,768.16</u>	
<b><u>ACCOUNTS PAYABLE</u></b>					
999-21000-000	Accounts Payable	<u>1,622,762.99</u>	<u>(946,994.83)</u>	<u>675,768.16</u>	
<b>TOTAL ACCOUNTS PAYABLE</b>		<u>1,622,762.99</u>	<u>(946,994.83)</u>	<u>675,768.16</u>	
AP Pending	675,768.16	AP Pending	675,768.16	Due From Other Funds	675,768.16
Due From Other Funds	<u>675,768.16</u>	Accounts Payable	<u>675,768.16</u>	Accounts Payable	<u>675,768.16</u>
Difference	<u>0.00</u>	Difference	<u>0.00</u>	Difference	<u>0.00</u>

NORTHWEST FIRE DISTRICT  
COMPARISON OF REVENUE RECEIVED MONTHLY - CURRENT YEAR TO PRIOR YEAR

REAL ESTATE & PERSONAL PROPERTY TAXES-C/Y														
FISCAL YEAR	LEVY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTALS
2016-17	\$ 27,957,283	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Monthly % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	
YTD % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2015-16	\$ 25,924,140	\$ -	\$ -	\$ 1,821,250	\$ 5,854,183	\$ 5,186,122	\$ 947,243	\$ 326,467	\$ 835,946	\$ 1,259,873	\$ 4,915,294	\$ 3,873,982	\$ 136,038	\$ 25,156,399
Monthly % of Levy		0.000%	0.000%	7.025%	22.582%	20.005%	3.654%	1.259%	3.225%	4.860%	18.960%	14.944%	0.525%	
YTD % of Levy		0.000%	0.000%	7.025%	29.607%	49.612%	53.266%	54.525%	57.750%	62.610%	81.570%	96.514%	97.039%	97.039%
2014-15	\$ 25,400,000	\$ -	\$ 2,946	\$ 1,852,017	\$ 6,007,635	\$ 4,591,230	\$ 1,044,720	\$ 271,863	\$ 697,495	\$ 1,218,998	\$ 4,421,556	\$ 4,271,702	\$ 113,283	\$ 24,493,444
Monthly % of Levy		0.000%	0.012%	7.291%	23.652%	18.076%	4.113%	1.070%	2.746%	4.799%	17.408%	16.818%	0.446%	
YTD % of Levy		0.000%	0.012%	7.303%	30.955%	49.031%	53.144%	54.214%	56.960%	61.759%	79.167%	95.985%	96.431%	96.431%
2013-14	\$ 25,400,000	\$ -	\$ 2,660	\$ 1,937,990	\$ 6,649,298	\$ 4,092,914	\$ 863,852	\$ 326,319	\$ 775,037	\$ 1,541,095	\$ 4,918,535	\$ 3,419,578	\$ 122,771	\$ 24,650,049
Monthly % of Levy		0.000%	0.010%	7.630%	26.178%	16.114%	3.401%	1.285%	3.051%	6.067%	19.364%	13.463%	0.483%	
YTD % of Levy		0.000%	0.010%	7.640%	33.819%	49.933%	53.334%	54.618%	57.670%	63.737%	83.101%	96.564%	97.047%	97.047%
2012-13	\$ 25,399,140	\$ -	\$ -	\$ 1,335,058	\$ 5,560,008	\$ 5,664,794	\$ 929,773	\$ 328,893	\$ 827,770	\$ 1,068,033	\$ 5,392,724	\$ 3,351,122	\$ 137,206	\$ 24,595,383
Monthly % of Levy		0.000%	0.000%	5.256%	21.891%	22.303%	3.661%	1.295%	3.259%	4.205%	21.232%	13.194%	0.540%	
YTD % of Levy		0.000%	0.000%	5.256%	27.147%	49.450%	53.111%	54.405%	57.665%	61.870%	83.101%	96.295%	96.835%	96.835%
2011-12	\$ 25,399,140	\$ -	\$ -	\$ 1,650,151	\$ 3,567,889	\$ 6,875,068	\$ 925,571	\$ 495,719	\$ 954,994	\$ 969,874	\$ 4,936,042	\$ 3,764,673	\$ 52,299	\$ 24,192,281
Monthly % of Levy		0.000%	0.000%	6.497%	14.047%	27.068%	3.644%	1.952%	3.760%	3.819%	19.434%	14.822%	0.206%	
YTD % of Levy		0.000%	0.000%	6.497%	20.544%	47.612%	51.256%	53.208%	56.968%	60.787%	80.220%	95.043%	95.248%	95.248%
2010-11	\$ 25,424,490	\$ -	\$ -	\$ 1,626,622	\$ 5,976,384	\$ 4,506,539	\$ 884,570	\$ 410,213	\$ 880,080	\$ 1,077,259	\$ 2,750,102	\$ 5,963,732	\$ 126,086	\$ 24,201,587
Monthly % of Levy		0.000%	0.000%	6.398%	23.506%	17.725%	3.479%	1.613%	3.462%	4.237%	10.817%	23.457%	0.496%	
YTD % of Levy		0.000%	0.000%	6.398%	29.904%	47.629%	51.109%	52.722%	56.184%	60.421%	71.237%	94.694%	95.190%	95.190%
2009-10	\$ 25,424,188	\$ -	\$ -	\$ 802,742	\$ 7,857,449	\$ 3,353,759	\$ 826,777	\$ 411,854	\$ 697,545	\$ 1,172,878	\$ 3,829,984	\$ 4,761,419	\$ 186,230	\$ 23,900,637
Monthly % of Levy		0.000%	0.000%	3.157%	30.905%	13.191%	3.252%	1.620%	2.744%	4.613%	15.064%	18.728%	0.732%	
YTD % of Levy		0.000%	0.000%	3.157%	34.063%	47.254%	50.506%	52.126%	54.869%	59.483%	74.547%	93.275%	94.007%	94.007%
2008-09	\$ 25,423,847	\$ 100,572	\$ 210,969	\$ 1,270,465	\$ 5,354,603	\$ 5,318,734	\$ 718,692	\$ 291,862	\$ 723,604	\$ 1,046,299	\$ 4,092,127	\$ 4,591,292	\$ 51,124	\$ 23,770,344
Monthly % of Levy		0.396%	0.830%	4.997%	21.061%	20.920%	2.827%	1.148%	2.846%	4.115%	16.096%	18.059%	0.201%	
YTD % of Levy		0.396%	1.225%	6.223%	27.284%	48.204%	51.031%	52.179%	55.025%	59.141%	75.236%	93.295%	93.496%	93.496%
2007-08	\$ 23,021,889	\$ 7,708	\$ 27,523	\$ 1,284,908	\$ 4,900,617	\$ 5,135,249	\$ 702,350	\$ 322,925	\$ 764,651	\$ 872,057	\$ 2,536,046	\$ 5,491,405	\$ 31,785	\$ 22,077,225
Monthly % of Levy		0.033%	0.120%	5.581%	21.287%	22.306%	3.051%	1.403%	3.321%	3.788%	11.016%	23.853%	0.138%	
YTD % of Levy		0.033%	0.153%	5.734%	27.021%	49.327%	52.378%	53.780%	57.102%	60.890%	71.908%	95.759%	95.897%	95.897%
2006-07	\$ 19,409,941	\$ 16,254	\$ 11,170	\$ 1,300,967	\$ 4,014,200	\$ 4,073,080	\$ 716,330	\$ 357,898	\$ 864,159	\$ 806,595	\$ 3,745,238	\$ 2,841,428	\$ 26,212	\$ 18,773,531
Monthly % of Levy		0.084%	0.058%	6.703%	20.681%	20.985%	3.691%	1.844%	4.452%	4.156%	19.295%	14.639%	0.135%	
YTD % of Levy		0.084%	0.141%	6.844%	27.525%	48.510%	52.200%	54.044%	58.496%	62.652%	81.947%	96.586%	96.721%	96.721%
2005-06	\$ 16,217,014	\$ 11,259	\$ 4,410	\$ 940,130	\$ 4,221,322	\$ 2,923,149	\$ 452,513	\$ 296,989	\$ 512,421	\$ 791,101	\$ 4,721,819	\$ 905,142	\$ 34,322	\$ 15,814,577
Monthly % of Levy		0.069%	0.027%	5.797%	26.030%	18.025%	2.790%	1.831%	3.160%	4.878%	29.116%	5.581%	0.212%	
YTD % of Levy		0.069%	0.097%	5.894%	31.924%	49.949%	52.740%	54.571%	57.731%	62.609%	91.725%	97.307%	97.518%	97.518%



NORTHWEST FIRE DISTRICT  
COMPARISON OF REVENUE RECEIVED MONTHLY - CURRENT YEAR TO PRIOR YEAR

FDAT														
FISCAL YEAR	LEVY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTALS
2016-17	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Monthly % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	
YTD % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2015-16	\$ 390,000	\$ -	\$ -	\$ 30,825	\$ 83,552	\$ 81,280	\$ 17,994	\$ 5,170	\$ 13,336	\$ 18,102	\$ 71,557	\$ 56,887	\$ 2,621	\$ 381,324
Monthly % of Levy		0.000%	0.000%	7.904%	21.424%	20.841%	4.614%	1.326%	3.419%	4.641%	18.348%	14.586%	0.672%	
YTD % of Levy		0.000%	0.000%	29.328%	50.169%	54.783%	56.108%	59.528%	64.169%	82.517%	97.103%	97.776%		97.776%
2014-15	\$ 400,000	\$ -	\$ 34	\$ 32,679	\$ 94,175	\$ 69,188	\$ 18,228	\$ 5,027	\$ 11,276	\$ 19,144	\$ 62,189	\$ 70,381	\$ 2,373	\$ 384,693
Monthly % of Levy		0.000%	0.008%	8.170%	23.544%	17.297%	4.557%	1.257%	2.819%	4.786%	15.547%	17.595%	0.593%	
YTD % of Levy		0.000%	0.008%	8.178%	31.722%	49.019%	53.576%	54.833%	57.652%	62.438%	77.985%	95.580%	96.173%	96.173%
2013-14	\$ 400,000	\$ -	\$ 64	\$ 31,187	\$ 101,871	\$ 61,261	\$ 16,762	\$ 5,707	\$ 11,756	\$ 22,314	\$ 73,150	\$ 53,417	\$ 2,494	\$ 379,983
Monthly % of Levy		0.000%	0.016%	7.797%	25.468%	15.315%	4.190%	1.427%	2.939%	5.578%	18.288%	13.354%	0.623%	
YTD % of Levy		0.000%	0.016%	7.813%	33.280%	48.596%	52.786%	54.213%	57.152%	62.730%	81.018%	94.372%	94.996%	94.996%
2012-13	\$ 400,000	\$ -	\$ -	\$ 22,763	\$ 92,080	\$ 81,558	\$ 16,371	\$ 6,783	\$ 12,458	\$ 16,679	\$ 85,627	\$ 47,326	\$ 3,115	\$ 384,762
Monthly % of Levy		0.000%	0.000%	5.691%	23.020%	20.389%	4.093%	1.696%	3.115%	4.170%	21.407%	11.832%	0.779%	
YTD % of Levy		0.000%	0.000%	5.691%	28.711%	49.100%	53.193%	54.889%	58.003%	62.173%	83.580%	95.412%	96.191%	96.191%
2011-12	\$ 511,971	\$ -	\$ -	\$ 35,208	\$ 76,460	\$ 130,640	\$ 20,887	\$ 9,735	\$ 18,952	\$ 20,561	\$ 95,982	\$ 73,165	\$ 1,594	\$ 483,183
Monthly % of Levy		0.000%	0.000%	6.877%	14.934%	25.517%	4.080%	1.902%	3.702%	4.016%	18.747%	14.291%	0.311%	
YTD % of Levy		0.000%	0.000%	6.877%	21.811%	47.328%	51.408%	53.310%	57.011%	61.027%	79.775%	94.066%	94.377%	94.377%
2010-11	\$ 521,987	\$ -	\$ -	\$ 36,950	\$ 117,904	\$ 94,113	\$ 20,577	\$ 8,333	\$ 16,058	\$ 23,414	\$ 57,521	\$ 115,824	\$ 2,188	\$ 492,882
Monthly % of Levy		0.000%	0.000%	7.079%	22.588%	18.030%	3.942%	1.596%	3.076%	4.486%	11.020%	22.189%	0.419%	
YTD % of Levy		0.000%	0.000%	7.079%	29.666%	47.696%	51.638%	53.234%	56.311%	60.796%	71.816%	94.005%	94.424%	94.424%
2009-10	\$ 521,987	\$ -	\$ -	\$ 18,016	\$ 162,453	\$ 68,463	\$ 19,835	\$ 8,406	\$ 14,016	\$ 23,732	\$ 83,662	\$ 93,418	\$ 5,538	\$ 497,538
Monthly % of Levy		0.000%	0.000%	3.451%	31.122%	13.116%	3.800%	1.610%	2.685%	4.546%	16.028%	17.897%	1.061%	
YTD % of Levy		0.000%	0.000%	3.451%	34.573%	47.689%	51.489%	53.099%	55.785%	60.331%	76.358%	94.255%	95.316%	95.316%
2008-09	\$ 521,987	\$ 3,092	\$ 5,258	\$ 28,852	\$ 114,652	\$ 103,767	\$ 19,665	\$ 8,657	\$ 19,651	\$ 23,579	\$ 85,124	\$ 89,470	\$ 5,084	\$ 506,850
Monthly % of Levy		0.592%	1.007%	5.527%	21.965%	19.879%	3.767%	1.658%	3.765%	4.517%	16.308%	17.140%	0.974%	
YTD % of Levy		0.592%	1.600%	7.127%	29.091%	48.971%	52.738%	54.396%	58.161%	62.678%	78.986%	96.126%	97.100%	97.100%
2007-08	\$ 521,987	\$ 2,728	\$ 6,019	\$ 34,817	\$ 121,672	\$ 102,108	\$ 18,243	\$ 8,972	\$ 21,373	\$ 21,505	\$ 62,429	\$ 114,828	\$ 3,987	\$ 518,680
Monthly % of Levy		0.523%	1.153%	6.670%	23.309%	19.561%	3.495%	1.719%	4.095%	4.120%	11.960%	21.998%	0.764%	
YTD % of Levy		0.523%	1.676%	8.346%	31.655%	51.216%	54.711%	56.430%	60.525%	64.645%	76.604%	98.603%	99.366%	99.366%
2006-07	\$ 521,987	\$ 2,316	\$ 6,404	\$ 38,530	\$ 108,899	\$ 100,100	\$ 26,992	\$ 12,404	\$ 22,767	\$ 23,748	\$ 100,475	\$ 73,818	\$ 3,176	\$ 519,629
Monthly % of Levy		0.444%	1.227%	7.381%	20.862%	19.177%	5.171%	2.376%	4.362%	4.550%	19.249%	14.142%	0.608%	
YTD % of Levy		0.444%	1.671%	9.052%	29.914%	49.091%	54.262%	56.638%	61.000%	65.550%	84.798%	98.940%	99.548%	99.548%
2005-06	\$ 521,987	\$ 2,411	\$ 5,583	\$ 37,172	\$ 43,418	\$ 88,197	\$ 17,561	\$ 13,679	\$ 17,743	\$ 27,017	\$ 137,502	\$ 37,410	\$ 4,603	\$ 432,296
Monthly % of Levy		0.462%	1.070%	7.121%	8.318%	16.896%	3.364%	2.621%	3.399%	5.176%	26.342%	7.167%	0.882%	
YTD % of Levy		0.462%	1.531%	8.653%	16.970%	33.867%	37.231%	39.852%	43.251%	48.427%	74.769%	81.936%	82.817%	82.817%



NORTHWEST FIRE DISTRICT  
COMPARISON OF REVENUE RECEIVED MONTHLY - CURRENT YEAR TO PRIOR YEAR

BOND LEVY - REAL ESTATE & PERSONAL PROPERTY TAXES-C/Y														
FISCAL YEAR	LEVY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTALS
2016-17	\$ 3,029,322	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Monthly % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	
YTD % of Levy		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2015-16	\$ 3,105,123	\$ -	\$ -	\$ 213,080	\$ 684,922	\$ 606,761	\$ 110,826	\$ 38,196	\$ 97,804	\$ 147,402	\$ 575,078	\$ 453,247	\$ 15,916	\$ 2,943,233
Monthly % of Levy		0.000%	0.000%	6.862%	22.058%	19.541%	3.569%	1.230%	3.150%	4.747%	18.520%	14.597%	0.513%	
YTD % of Levy		0.000%	0.000%	6.862%	28.920%	48.461%	52.030%	53.260%	56.410%	61.157%	79.677%	94.274%	94.786%	94.786%
2014-15	\$ 3,105,123	\$ -	\$ 360	\$ 226,435	\$ 734,521	\$ 561,340	\$ 127,732	\$ 33,282	\$ 85,278	\$ 149,039	\$ 540,594	\$ 522,274	\$ 13,851	\$ 2,994,706
Monthly % of Levy		0.000%	0.012%	7.292%	23.655%	18.078%	4.114%	1.072%	2.746%	4.800%	17.410%	16.820%	0.446%	
YTD % of Levy		0.000%	0.012%	7.304%	30.959%	49.037%	53.150%	54.222%	56.969%	61.768%	79.178%	95.998%	96.444%	96.444%
2013-14	\$ 3,100,380	\$ -	\$ 325	\$ 236,579	\$ 811,711	\$ 499,644	\$ 105,454	\$ 39,837	\$ 94,613	\$ 188,130	\$ 600,432	\$ 417,446	\$ 14,987	\$ 3,009,160
Monthly % of Levy		0.000%	0.010%	7.631%	26.181%	16.116%	3.401%	1.285%	3.052%	6.068%	19.366%	13.464%	0.483%	
YTD % of Levy		0.000%	0.010%	7.641%	33.822%	49.938%	53.339%	54.624%	57.676%	63.744%	83.110%	96.574%	97.058%	97.058%
2012-13	\$ 3,104,230	\$ -	\$ -	\$ 163,237	\$ 679,452	\$ 692,257	\$ 113,621	\$ 40,193	\$ 101,156	\$ 130,517	\$ 659,009	\$ 409,518	\$ 16,767	\$ 3,005,728
Monthly % of Levy		0.000%	0.000%	5.259%	21.888%	22.300%	3.660%	1.295%	3.259%	4.204%	21.229%	13.192%	0.540%	
YTD % of Levy		0.000%	0.000%	5.259%	27.146%	49.447%	53.107%	54.402%	57.661%	61.865%	83.094%	96.287%	96.827%	96.827%
2011-12	\$ 3,104,630	\$ -	\$ -	\$ 205,798	\$ 444,968	\$ 857,423	\$ 115,432	\$ 61,826	\$ 119,102	\$ 120,958	\$ 615,598	\$ 469,512	\$ 6,523	\$ 3,017,138
Monthly % of Levy		0.000%	0.000%	6.629%	14.332%	27.618%	3.718%	1.991%	3.836%	3.896%	19.828%	15.123%	0.210%	
YTD % of Levy		0.000%	0.000%	6.629%	20.961%	48.579%	52.297%	54.288%	58.124%	62.020%	81.849%	96.972%	97.182%	97.182%
2010-11	\$ 3,370,693	\$ -	\$ -	\$ 215,741	\$ 792,654	\$ 597,707	\$ 117,362	\$ 54,407	\$ 116,726	\$ 142,878	\$ 364,749	\$ 790,976	\$ 16,723	\$ 3,209,923
Monthly % of Levy		0.000%	0.000%	6.400%	23.516%	17.732%	3.482%	1.614%	3.463%	4.239%	10.821%	23.466%	0.496%	
YTD % of Levy		0.000%	0.000%	6.400%	29.917%	47.649%	51.131%	52.745%	56.208%	60.447%	71.268%	94.734%	95.230%	95.230%
2009-10	\$ 1,487,151	\$ -	\$ -	\$ 46,990	\$ 459,952	\$ 196,319	\$ 48,397	\$ 24,109	\$ 40,832	\$ 68,657	\$ 224,196	\$ 278,720	\$ 10,150	\$ 1,398,322
Monthly % of Levy		0.000%	0.000%	3.160%	30.928%	13.201%	3.254%	1.621%	2.746%	4.617%	15.076%	18.742%	0.683%	
YTD % of Levy		0.000%	0.000%	3.160%	34.088%	47.289%	50.544%	52.165%	54.910%	59.527%	74.603%	93.344%	94.027%	94.027%
2008-09	\$ 1,824,084	\$ 14,887	\$ 23,402	\$ 75,135	\$ 383,906	\$ 381,335	\$ 51,528	\$ 20,925	\$ 51,971	\$ 75,016	\$ 293,391	\$ 329,180	\$ 3,665	\$ 1,704,341
Monthly % of Levy		0.816%	1.283%	4.119%	21.047%	20.906%	2.825%	1.147%	2.849%	4.113%	16.084%	18.046%	0.201%	
YTD % of Levy		0.816%	2.099%	6.218%	27.265%	48.170%	50.995%	52.142%	54.991%	59.104%	75.188%	93.235%	93.435%	93.435%
2007-08	\$ 2,558,876	\$ 262	\$ 1,312	\$ 142,648	\$ 545,569	\$ 570,375	\$ 77,984	\$ 35,867	\$ 84,931	\$ 96,842	\$ 281,760	\$ 610,655	\$ 3,486	\$ 2,451,692
Monthly % of Levy		0.010%	0.051%	5.575%	21.321%	22.290%	3.048%	1.402%	3.319%	3.785%	11.011%	23.864%	0.136%	
YTD % of Levy		0.010%	0.062%	5.636%	26.957%	49.247%	52.294%	53.696%	57.015%	60.800%	71.811%	95.675%	95.811%	95.811%
2006-07	\$ 684,370	\$ 807	\$ 349	\$ 42,434	\$ 131,041	\$ 132,947	\$ 23,400	\$ 11,713	\$ 28,198	\$ 26,422	\$ 122,219	\$ 92,723	\$ 860	\$ 613,111
Monthly % of Levy		0.118%	0.051%	6.200%	19.148%	19.426%	3.419%	1.711%	4.120%	3.861%	17.859%	13.549%	0.126%	
YTD % of Levy		0.118%	0.169%	6.369%	25.517%	44.943%	48.362%	50.074%	54.194%	58.055%	75.913%	89.462%	89.588%	89.588%
2005-06	\$ 912,789	\$ -	\$ 48	\$ 52,929	\$ 232,329	\$ 164,543	\$ 25,278	\$ 17,135	\$ 28,790	\$ 44,500	\$ 265,787	\$ 50,951	\$ 1,897	\$ 884,187
Monthly % of Levy		0.000%	0.005%	5.799%	25.453%	18.026%	2.769%	1.877%	3.154%	4.875%	29.118%	5.582%	0.208%	
YTD % of Levy		0.000%	0.005%	5.804%	31.257%	49.283%	52.052%	53.929%	57.083%	61.959%	91.077%	96.659%	96.867%	96.867%



## NORTHWEST FIRE DISTRICT AZ

## Monthly Check Report

By Check Number

Date Range: 07/01/2016 - 07/31/2016

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: AP-AP - WELLS FARGO						
3733	ACCURATE BACKFLOW TESTING	07/07/2016	Regular	0.00	220.00	22223
4489	AUTHORIZED TECHNICAL SVCS INC	07/07/2016	Regular	0.00	378.79	22224
1057	BENEFIT COMMERCE GROUP	07/07/2016	Regular	0.00	10,092.00	22225
1219	CINTAS CORPORATION	07/07/2016	Regular	0.00	4,088.50	22226
3816	CPEC CORPORATION	07/07/2016	Regular	0.00	180.68	22227
1245	DOUGLAS, LISA	07/07/2016	Regular	0.00	178.00	22228
1103	FEDERAL EXPRESS CORPORATION	07/07/2016	Regular	0.00	197.14	22229
1513	FLOWING WELLS IRRIGATION DIST	07/07/2016	Regular	0.00	170.82	22230
1126	HEINFELD, MEECH & CO., P C	07/07/2016	Regular	0.00	168.00	22231
0664	HONEYWELL ANALYTICS, INC.	07/07/2016	Regular	0.00	2,147.83	22232
0845	KITTLE DESIGN AND CONSTRUCTION	07/07/2016	Regular	0.00	412.00	22233
4272	LEVEL 3 COMMUNICATIONS	07/07/2016	Regular	0.00	2,716.33	22234
0725	LOGICALIS, INC.	07/07/2016	Regular	0.00	1,895.63	22235
0017	LONG, JAMES	07/07/2016	Regular	0.00	15.00	22236
1826	MARANA WATER	07/07/2016	Regular	0.00	352.05	22237
3599	MCI	07/07/2016	Regular	0.00	67.89	22238
1181	MERLES AUTOMOTIVE SUPPLY	07/07/2016	Regular	0.00	528.05	22239
4510	MY ALARM CENTER	07/07/2016	Regular	0.00	465.00	22240
0142	NATIONAL FIRE PROTECTION ASSOCIATION	07/07/2016	Regular	0.00	570.69	22241
0578	NORTHWEST EXTERMINATING	07/07/2016	Regular	0.00	825.00	22242
4716	PEPE, MARK	07/07/2016	Regular	0.00	41.62	22243
4716	PEPE, MARK	07/07/2016	Regular	0.00	203.85	22244
1228	PIMA CO GOV'T. REVENUE MGMT DIV.	07/07/2016	Regular	0.00	552.53	22245
1812	PIMA UNIFORMS	07/07/2016	Regular	0.00	4,602.92	22246
1166	PRECISION OUTDOOR POWER	07/07/2016	Regular	0.00	293.36	22247
3070	QUALA-TEL ENTERPRISES	07/07/2016	Regular	0.00	130.33	22248
1242	RACY/ASSOCIATES INCORPORATED	07/07/2016	Regular	0.00	2,000.00	22249
2889	RICOH USA, INC.	07/07/2016	Regular	0.00	465.17	22250
1201	RURAL METRO CORPORATION	07/07/2016	Regular	0.00	3,272.85	22251
1260	SECURITECH INC	07/07/2016	Regular	0.00	47.00	22252
4619	SHIBA, JEREMY	07/07/2016	Regular	0.00	138.86	22253
0425	SPEEDPRO IMAGING	07/07/2016	Regular	0.00	5,616.66	22254
1297	TULLER TROPHY FACTORY	07/07/2016	Regular	0.00	443.76	22255
0638	VISION BUSINESS PRODUCTS OF ARIZONA	07/07/2016	Regular	0.00	2,052.30	22256
0341	WASTE BUSTERS, INC.	07/07/2016	Regular	0.00	67.50	22257
1314	WASTE MGMT OF TUCSON INC	07/07/2016	Regular	0.00	106.92	22258
4189	WATSON, GARY	07/07/2016	Regular	0.00	850.50	22259
4472	WSM ARCHITECTS, INC.	07/07/2016	Regular	0.00	1,123.75	22260
4030	ZENT, JOSHUA	07/07/2016	Regular	0.00	45.00	22261
1192	ZOLL MEDICAL CORPORATION	07/07/2016	Regular	0.00	4,674.85	22262
0958	GARCIA, DONALD	07/07/2016	Regular	0.00	162.25	22263
3646	AFDA	07/11/2016	Regular	0.00	775.00	22264
2476	AGUILAR, PATRICIA	07/11/2016	Regular	0.00	59.00	22265
1229	ARIZONA AMBULANCE ASSOCIATION	07/11/2016	Regular	0.00	125.00	22266
0181	MCCOY, LISA	07/11/2016	Regular	0.00	59.00	22267
3820	METZGER, DEBBIE	07/11/2016	Regular	0.00	59.00	22268
4642	4 IMPRINT, INC.	07/15/2016	Regular	0.00	571.46	22284
1230	AGATHOS LABORATORIES INC.	07/15/2016	Regular	0.00	64.00	22285
4366	AICPA	07/15/2016	Regular	0.00	255.00	22286
1637	AIRGAS USA, LLC	07/15/2016	Regular	0.00	23.43	22287
1253	AMERICAN TOWER CORPORATION	07/15/2016	Regular	0.00	1,950.81	22288
0108	APS - APEX PRINTER SPECIALISTS LLC	07/15/2016	Regular	0.00	292.93	22289
0869	ARIZONA AUTO REFRIGERATION	07/15/2016	Regular	0.00	174.38	22290
1336	ARIZONA COMMUNICATION EXPERTS, INC.	07/15/2016	Regular	0.00	14,526.57	22291



## Monthly Check Report

Date Range: 07/01/2016 - 07/31/2016

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
0101	ARIZONA FURNISHINGS	07/15/2016	Regular	0.00	300.13	22292
3033	ARIZONA GLOVE & SAFETY	07/15/2016	Regular	0.00	112.24	22293
1340	ARIZONA RESTAURANT SUPPLY INC	07/15/2016	Regular	0.00	100.43	22294
1257	ASHLEY FALCONE	07/15/2016	Regular	0.00	25.00	22295
1178	B & B SELECTCOM INC	07/15/2016	Regular	0.00	1,826.90	22296
1363	B&H PHOTO VIDEO	07/15/2016	Regular	0.00	1,618.62	22297
0872	BATTERY SYSTEMS OF ARIZONA	07/15/2016	Regular	0.00	1,937.01	22298
0172	BILL'S HOME SERVICE CO.	07/15/2016	Regular	0.00	480.00	22299
4329	CDW GOVERNMENT, INC.	07/15/2016	Regular	0.00	77.54	22300
3925	CENTURYLINK BUSINESS SERVICES	07/15/2016	Regular	0.00	11.80	22301
3591	COMPLETE ANALYTICAL SERVICES	07/15/2016	Regular	0.00	270.00	22302
1070	CONTINENTAL RANCH ACE HARDWARE	07/15/2016	Regular	0.00	134.09	22303
1304	COSTCO RETAIL SRVCS	07/15/2016	Regular	0.00	423.82	22304
2334	COX COMMUNICATIONS PHOENIX	07/15/2016	Regular	0.00	94.39	22305
4657	CULLIGAN WATER	07/15/2016	Regular	0.00	27.03	22306
4736	DISH NETWORK	07/15/2016	Regular	0.00	68.21	22307
0692	FAMILY AUTO BODY & REFINISHING	07/15/2016	Regular	0.00	2,025.41	22308
3682	GALLAGHER & KENNEDY P.A. LAW OFFICE	07/15/2016	Regular	0.00	180.00	22309
0956	GLOBALSTAR LLC	07/15/2016	Regular	0.00	117.21	22310
0191	GRAPHIC IMPACT	07/15/2016	Regular	0.00	175.12	22311
1136	HARBOR FREIGHT TOOLS	07/15/2016	Regular	0.00	76.00	22312
1002	HOLMES TUTTLE FORD	07/15/2016	Regular	0.00	45.05	22313
0371	HYE TECH NETWORKS AND SECURITY SOLUTIONS	07/15/2016	Regular	0.00	59,747.50	22314
0565	MAILFINANCE, INC.	07/15/2016	Regular	0.00	250.17	22315
1182	MARQUEZ, JOSEPH	07/15/2016	Regular	0.00	100.00	22316
1188	METRO WATER DISTRICT	07/15/2016	Regular	0.00	871.23	22317
2710	MOTOROLA SOLUTIONS, INC.	07/15/2016	Regular	0.00	448,713.65	22318
4320	NFPA	07/15/2016	Regular	0.00	175.00	22319
1341	ORO VALLEY WATER UTILITY	07/15/2016	Regular	0.00	379.82	22320
0225	PRIMARY CONSULTANTS	07/15/2016	Regular	0.00	17,500.00	22321
1260	REDBURN TIRE COMPANY	07/15/2016	Regular	0.00	2,856.69	22322
0552	SECURITECH INC	07/15/2016	Regular	0.00	32.00	22323
1278	SHI INTERNATIONAL CORP.	07/15/2016	Regular	0.00	1,690.00	22324
1290	SOUTHWEST GAS CORP	07/15/2016	Regular	0.00	1,003.63	22325
1885	STREAMLIGHT	07/15/2016	Regular	0.00	29.96	22326
1284	TRICO ELECTRIC COOPERATIVE	07/15/2016	Regular	0.00	2,714.66	22327
3157	TUCSON ELECTRIC POWER	07/15/2016	Regular	0.00	5,856.73	22328
1314	US BANK/VOYAGER FLEET SYSTEMS	07/15/2016	Regular	0.00	11,957.02	22329
3115	WASTE MGMT OF TUCSON INC	07/15/2016	Regular	0.00	998.91	22330
1192	WELL AMERICA	07/15/2016	Regular	0.00	1,313.20	22331
1430	ZOLL MEDICAL CORPORATION	07/15/2016	Regular	0.00	27,504.00	22332
1229	AZ DEPT OF REVENUE-USE TAX	07/20/2016	Regular	0.00	621.44	22333
1308	ARIZONA AMBULANCE ASSOCIATION	07/20/2016	Regular	0.00	125.00	22334
0401	CENTURYLINK	07/20/2016	Regular	0.00	1,541.55	22335
1329	CZOSEK, ANDREW	07/20/2016	Regular	0.00	758.08	22336
4362	ENTERPRISE FM TRUST	07/20/2016	Regular	0.00	9,211.72	22337
1088	HOLT, HARRY	07/20/2016	Regular	0.00	2,498.64	22338
1242	OSCHMANN EMPLOYEE SCREENING SERVICES	07/20/2016	Regular	0.00	155.00	22339
0255	RACY/ASSOCIATES INCORPORATED	07/20/2016	Regular	0.00	2,000.00	22340
0851	RC JANITORIAL SERVICES, INC.	07/20/2016	Regular	0.00	1,579.10	22341
1309	RED CROSS STORE	07/20/2016	Regular	0.00	1,469.85	22342
0271	RED EYE RADIATOR AND DPF SPECIALIST LLC	07/20/2016	Regular	0.00	3,054.48	22343
0343	RIDE NOW POWERSPORTS	07/20/2016	Regular	0.00	1,501.27	22344
2977	RWC INTERNATIONAL, LTD	07/20/2016	Regular	0.00	1,747.53	22345
1284	SHRM MEMBERSHIP	07/20/2016	Regular	0.00	190.00	22346
4504	TUCSON ELECTRIC POWER	07/20/2016	Regular	0.00	22,515.75	22347
1334	TYLER TECHNOLOGIES-INCODE DIV.	07/20/2016	Regular	0.00	27,413.42	22348
3294	US DIGITAL DESIGNS, INC.	07/20/2016	Regular	0.00	503,969.99	22349
1300	VERIZON WIRELESS	07/20/2016	Regular	0.00	7,262.14	22350
1119	UNITED FIRE EQUIPMENT CO	07/20/2016	Regular	0.00	2,557.92	22351
	TALAS, DAVE	07/25/2016	Regular	0.00	860.60	22352

Monthly Check Report

Date Range: 07/01/2016 - 07/31/2016

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
3699	THOMAS KRINKE	07/28/2016	Regular	0.00	629.60	22365
	AMERICAN EXPRESS	07/29/2016	Bank Draft	0.00	11,827.84	DFT000136

Bank Code AP Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	265	116	0.00	1,256,980.21
Manual Checks	0	0	0.00	0.00
Voided Checks	0	0	0.00	0.00
Bank Drafts	24	1	0.00	11,827.84
EFT's	0	0	0.00	0.00
	<b>289</b>	<b>117</b>	<b>0.00</b>	<b>1,268,808.05</b>



## Fund Summary

Fund	Name	Period	Amount
999	POOLED CASH	7/2016	1,268,808.05
			<u>1,268,808.05</u>

**Northwest Fire District Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED****MEMORANDUM NO. 2016-158**

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Thomas Benavidez, Attorney  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Discussion and Possible Action to Accept the Resignation of Board Member, Tim Clayton; and to Appoint Board Member Elect, Rebecca Arend-Hicks, to the Board.

---

**RECOMMENDATION:**

- 1) Accept the resignation of Board Member Tim Clayton;
- 2) Appoint Board Member Elect, Rebecca Arend-Hicks, to the Board.

**MOTION:**

- 1) Move to accept the resignation of Tim Clayton
- 2) Move to appoint Rebecca Arend-Hicks to the Board.

**DISCUSSION:**

Attached hereto is the resignation of Board Member Tim Clayton. Pursuant to A.R.S. 38-291, resignations are not effective until they have been accepted. Mr. Clayton's term is ending this year. He did not seek reelection to the Board. Pursuant to A.R.S. 48-803 (B), the Board is required to fill the vacant position for the duration of the unexpired term.

The Board's Bylaws provide for a simple process to appoint a District resident to fill the vacancy:

*Election to Fill a Vacancy on the Board. A Board Member shall nominate a replacement and all members of the Board shall thereafter vote on any such nominations. In the event that there is a deadlock in the voting for a replacement for a retiring or deceased member, (a) the Chairman shall withdraw his or her vote.*

Rebecca Arend-Hicks was nominated for election to the Board, and ran unopposed. She will be appointed to the Board with the other candidates, pursuant to A.R.S. 16-410, after the general election in November. She is willing to serve out the remainder of Mr. Clayton's term, before taking her seat in November to serve her own four-year term.

**FISCAL IMPACT:**

None

**ALTERNATIVES:**

Direct staff to post the vacant Board seat, and solicit interest from other District residents.

Memorandum 2016-158

Meeting of September 27, 2016

**ATTACHMENTS:**

- Clayton's Resignation Letter (PDF)

Tim Clayton  
41 E. Calle Cinco Vecinos  
Tucson, AZ 85704

August 30, 2016

George Carter  
Chairman, NWFD Governing Board  
5000 N. Calle Penascoso  
Tucson, AZ 85745

Dear Mr. Carter:

I am tendering my resignation from the Northwest Fire District Governing Board, Clerk of the Board and Pension Board Chairman, effective immediately.

I realize that leaving early is not ideal, but I know there is someone waiting in the wings and a fresh perspective going into the bond election might be a good thing. I can't say I view my stay as a productive one but I was honored to be asked to serve.

Please know that I hold firefighters in the highest regard and wish the district continued success.

I will make arrangement with administration to receive my lap top computer, case and manuals owned by the district.

Sincerely,



Tim Clayton

Cc: Mike Brandt: Fire Chief, NWFD  
Thomas Benavidez: Attorney, NWFD Governing Board  
Steve Bosse: Attorney, NWFD Pension Board  
Gary Watson: President, NWFD Local 3572

Attachment: Clayton's Resignation Letter (2016-158 : Resignation and Appointment of Board Member)





## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

7.B

### SCHEDULED

### MEMORANDUM NO. 2016-159

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Thomas Benavidez, Attorney  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Discussion and Possible Action to Appoint a New Board Clerk

---

#### **RECOMMENDATION:**

Follow the procedure established in the Bylaws to appoint a Board Member to serve as Clerk of the Board.

#### **MOTION:**

[See procedures, below.]

#### **DISCUSSION:**

Last year, the Board adopted detailed amendments to its Bylaws concerning elections for officers of the Board. In light of the resignation of Mr. Clayton, the Board must elect a new Board Clerk to serve the remainder of Mr. Clayton's term, which ends in December. Below, I've pasted in the Board's new election procedures from the Bylaws.

3. *Elections. All officers must be nominated by at least one Board Member and must be elected by a majority vote of the Board. The procedure for conducting officer elections shall be as follows:*

*a. The Chairman shall ask for nominations for Board Clerk. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.*

*b. Once all of the nominations have been made, the name of each nominee shall be written on a separate piece of paper. Each piece of paper shall be the same size and shape. Each nomination paper shall be placed in an opaque can or box.*

*c. The Chairman shall draw a nomination from the box and shall ask the nominee whether he or she would like to make a statement concerning his or her nomination before the Board Chair calls for a second. If the nominee would like to make a statement, the Chairman shall allow the nominee to make a statement.*

*d. After a nominee has been given an opportunity to make a statement, the Board Chair shall ask if there is a second for that nomination. The Board Member who made the nomination may not second that nomination. However, a Board Member may second his or her own nomination, so long as that Board Member did not also nominate himself/herself. Each nominee shall be given the same opportunity to make a statement*

*before the Board Chair calls for a second.*

*e. If there is no second for a nomination, that name shall receive no further consideration for that office. For each name for which there is a second, the nomination paper shall be returned to the opaque can or box; and the can or box containing only those names shall be given to the Board's Secretary.*

*f. The Board's Secretary shall draw a name, and the Chairman shall call for a vote on that nomination. The nominee may vote for himself/herself. Once a nominee receives a majority vote, he/she shall be declared elected to that office; and no further voting for that office shall occur.*

This process will have to be repeated at the Board's meeting in December, for the purpose of appointing a Board Clerk to serve a new two-year term.

**FISCAL IMPACT:**

None

**ALTERNATIVES:**

None

**ATTACHMENTS:**

- BYLAWS SIGNED 3-24-15 (PDF)

**BYLAWS**  
**OF**  
**NORTHWEST FIRE DISTRICT**

Adopted by the  
Board of the Northwest Fire District

April 25, 2000

Amended  
September 25, 2001  
November 27, 2001  
February 27, 2007  
May 22, 2007  
May 13, 2008  
April 28, 2009  
April 27, 2010  
August 7, 2012  
January 22, 2013  
March 24, 2015

## ARTICLE I

### General

1. Purpose. These Bylaws set forth the rules of conduct for the Northwest Fire District.

2. Conflict with Applicable Law. In the event of any conflict in the laws governing the conduct of the Fire District, then such conflict shall be resolved by applying the regulating authority in the following order of priority:

- (a) Arizona Revised Statutes Annotated
- (b) the Bylaws for the Northwest Fire District
- (c) the Standing Rules
- (d) Robert's Rules of Order Revised

3. Reference to Applicable Law. Any reference made in these Bylaws to controlling or applicable law, rules or regulations shall include all pertinent amendments thereto.

4. Definitions. The following definitions shall apply to these Bylaws:

(a) "Board" shall mean the governing body of the Northwest Fire District.

(b) "District" shall refer to the Northwest Fire District.

(c) "Standing Rules" shall mean the rules and regulations adopted from time to time as they are needed in the form of resolutions establishing guidelines for a Fire District meeting which have been adopted by a majority vote of the Board without previous notice. "Standing Rules" may be amended by a majority vote.

## ARTICLE II

### Members

1. Members. There shall be five members of the Board, and they shall be those individuals elected or appointed pursuant to A.R.S. §§ 48-802, 48-803 and 48-805. Employees of the Northwest Fire District shall not be members of the Fire District Board and conversely, a member of the Fire District Board shall not be an employee of the Fire District. A.R.S. § 48-805(B)(1).



2. Qualifications. A member of the Board must be a resident of the Northwest Fire District at the time of his or her election and must remain so during his or her incumbency.

3. Election. Members of the Board will be elected in accordance with the laws of the State of Arizona, specifically Title 16.

4. Term. Board Members are elected for a term of four years. Each member shall be installed and shall take the oath of office at the first general meeting following his or her election. The term of each member shall begin on the first day of the month following that member's election. A.R.S. § 48-803(F).

5. Duties and Responsibilities. The members of the Board are vested with the authority for managing the affairs of the Northwest Fire District pursuant to the laws of the State of Arizona governing the management of the Districts A.R.S. § 48-805.

6. Authority of the Board. The authority of the Board is governed by the laws of the State of Arizona.

7. Compensation. The Board shall serve without compensation but may be reimbursed for any expenses incurred on behalf of the Fire District A.R.S. § 48-803(C).

8. Vacancies. In the event that there is a vacancy in the Board caused by the death or early retirement of a Board Member, then this vacancy may be filled by an individual selected by the remaining Board Members. A.R.S. § 48-803(B). An individual selected by the Board to replace a retiring Board Member shall serve until the expiration of the term of the deceased or retiring Board Member whose position he or she replaced.

9. Election to Fill a Vacancy on the Board. In the event that the Board is obligated to replace a member by vote of the Board, then such vote shall be taken as follows: a Board Member shall nominate a replacement and all members of the Board shall thereafter vote on any such nominations. In the event that there is a deadlock in the voting for a replacement for a retiring or deceased member, (a) the Chairman shall withdraw his or her vote, or (b) the Chairman is the retiring or deceased member, then the Clerk shall withdraw his or her vote.

### **ARTICLE III**

#### Officers of the Board

1. Officers. The Northwest Fire District shall be administered by a Chairman and a Clerk. A.R.S. § 48-803(B). In addition, Northwest Fire District shall elect a Vice-Chairman; one person cannot hold more than one office at any one time.

2. Qualifications. All officers must be members of the Board. A.R.S. § 48-803(B).

3. Elections. All officers must be nominated by at least one Board Member and must be elected by a majority vote of the Board. The procedure for conducting officer elections shall be as follows:

a. The Chairman shall ask for nominations for Chairman. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

b. Once all of the nominations have been made, the name of each nominee shall be written on a separate piece of paper. Each piece of paper shall be the same size and shape. Each nomination paper shall be placed in an opaque can or box.

c. The Chairman shall draw a nomination from the box and shall ask the nominee whether he or she would like to make a statement concerning his or her nomination before the Board Chair calls for a second. If the nominee would like to make a statement, the Chairman shall allow the nominee to make a statement.

d. After a nominee has been given an opportunity to make a statement, the Board Chair shall ask if there is a second for that nomination. The Board Member who made the nomination may not second that nomination. However, a Board Member may second his or her own nomination, so long as that Board Member did not also nominate himself/herself. Each nominee shall be given the same opportunity to make a statement before the Board Chair calls for a second.

e. If there is no second for a nomination, that name shall receive no further consideration for that office. For each name for which there is a second, the nomination paper shall be returned to the opaque can or box; and the can or box containing only those names shall be given to the Board's Secretary.

f. The Board's Secretary shall draw a name, and the Chairman shall call for a vote on that nomination. The nominee may vote for himself/herself. Once a nominee receives a majority vote, he/she shall be declared elected to that office; and no further voting for that office shall occur.

g. The Chairman shall ask for nominations for Vice Chairman. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

h. Repeat steps (b) through (f), above.

i. The Chairman shall ask for nominations for Board Clerk. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

j. Repeat steps (b) through (f), above.

4. Term. All officers shall serve for a term of two years and may be re-elected for a subsequent term of two years. The term of office shall be calculated from the fourth Tuesday of December every two years.

5. The Chairman. The Board must elect a Chairman. The Chairman is responsible for ensuring that the business of the public meetings is transacted in proper order and is expedited as much as possible. The Chairman must ensure that all members observe the rules of debate and that order and decorum are always observed at the meetings.

6. The Vice Chairman. The Board may elect a Vice-Chairman. The Vice-Chairman will preside at all Board meetings in the absence of the Chairman.

7. The Clerk. The Board must elect a Clerk. The Clerk shall preside at all Board meetings in the absence of the Chairman and Vice-Chairman. The Clerk must have available at every meeting of the District the minutes of the previous meeting and all other minutes that have not been approved, the Bylaws of the District and all other rules pertaining to the District, a list of all the committees and the order of business or list of business to come before the meeting. The Clerk is the custodian of all the records of the District. The Clerk must insure that all committees have such documents as they require for the performance of their duties.

8. Removal of Officers. An officer may be removed in the following manner: at least two (2) members must propose the removal of any one officer. In order for an officer to be successfully removed from office, at least three (3) members of the Board must vote for such removal.

9. Death or Resignation of Officers. An officer may resign at any time by giving the Board written notice of his or her resignation. Upon the death of an Officer, the office shall be deemed to be vacant as of the date of death.

10. Vacancies. In the event that an office of the Northwest Fire District becomes vacant, the Board shall elect a replacement at the next regular meeting after the occurrence of the vacancy to fill the vacant position. The newly elected officer shall then serve until the expiration of the term of the officer whom he or she replaced.

## **ARTICLE IV**

### Special Committees

1. Formation. Pursuant to A.R.S. § 38-431(5) and A.R.S. § 38-431.01(A)(B), a committee may be formed in the following way: Any member of the Board present at a meeting may propose the establishment of a committee. A motion to establish a committee must be approved by a majority vote of the Board. Committees of the Board are subject to the Open Meeting Law, except the minute-taking requirements. A committee may be appointed for one of the following purposes or any other purpose deemed reasonable by the Board:

- (a) To consider and report suitable action on a resolution or other main motion referred to;
- (b) To consider a subject and report a resolution covering the action it recommends the District take;
- (c) To investigate a certain issues and report facts with its opinions thereon;
- (d) To execute an order of the District;
- (e) To represent and act for the District in a certain matter;
- (f) To receive and count the votes;
- (g) To receive and act upon the credentials of potential employees; or
- (h) To take charge of a certain class or department of work done.

2. Term. The committee may serve for a reasonable term, as designated by the Board, and should the committee fail to make its recommendations or file its report within the designated term, then the Board may extend such term or discharge the committee as it sees fit.

3. Membership Qualifications. Any individual residing within or without the District may be appointed as a committee member. Nominations for membership to the committee may be made by the floor or made by appointment from the Chair. In the event that nomination is made from the floor, then the member may only qualify if he receives a majority vote of those Board Members present at the meeting. No more than two (2) members of the Board may be appointed as committee members.

4. Authority of the Committee. A committee is authorized to perform only such acts as are within the reasonable scope of the object of the committee. Expenses incurred by the committee must receive the prior approval of the Board and must be reasonable in scope.

5. Records of Committee Action. The committee is not required to keep a written record of its meetings. In the event, however, that it is decided to keep a written record of a committee meeting, then these records must comply with the requirements under Arizona law for written records at public meetings.

6. Reports to the Board. The committee must present its written report or recommendations to the Board at the public meeting designated by the Board as the time for making such report or recommendations. In the event that the committee is



unable at such designated time to present the full report, then the committee must present its report of progress to date at that meeting and must request an extension to complete the report. If a written report is prepared, the committee report may be signed by all members agreeing to it or by the chairman of the committee, if so authorized by the committee.

7. Discharge. The committee is discharged at the time of making its report or recommendations to the Board unless (a) the report or recommendations of the committee are rejected, and the committee is requested by the Board to review the report or recommendations and make modifications or (b) the committee is informed in writing by the Chairman of the Board that it is the decision of the Board to discharge the committee prior to the making of the report.

8. Structure. Either the committee or the Chairman of the Board must elect a chairman of the committee. The chairman is the member who reports to the District. A majority of the committee must be present in order to transact business. The committee may also elect a secretary.

#### Standing Committees

1. There are no Standing Committees at this time.

2. The Budget Committee. The Board may appoint a Budget Committee to assist in the consideration of the budget for next fiscal year. The Fire Chief, Budget Analyst and Finance Director will act as advisors to the Committee; other District Staff Members, at the Chief's request, will attend meetings as necessary to provide budget information for departments, divisions and programs. Meetings will be called by the Committee as needed for budget planning. The objective of the Committee will be to work with the Officers to provide an adoptable recommended budget to the Board.

### **ARTICLE V**

#### Meetings

1. Notice. Notice must be given by (a) posting a notice of the meeting in the places designated by the District in statements filed pursuant to A.R.S. § 38-431.02 (A)(1) with the Arizona Secretary of State and the Clerk of the Pima County Board of Supervisors, and (b) giving such additional public notice as the Board determines to be reasonable and practical. The notice shall include an agenda of the matters to be discussed or decided at the meeting.

2. Quorum. Three members of the Board shall constitute a quorum. All three Board Members must be present in person or in the manner authorized in Section 12 below of this Article V at all times during the meeting. Should the Board

membership present at the meeting fall below the required number for a quorum, then the meeting must be reconvened at a designated later date when a quorum is present.

3. Agenda. The agenda must be available at least twenty-four (24) hours in advance of the meeting unless: (a) an actual emergency exists, or (b) a meeting has been recessed and resumed as provided in Section 8 of this Article V. Except for an emergency situation, only matters listed on the agenda and other matters related thereto may be discussed, considered or decided at the meeting. A.R.S. § 38-431.02.

4. Regular Meeting. The regular meeting of the Northwest Fire District is to be held on the fourth Tuesday of each month, at 6:00 p.m., at 5125 W. Camino de Fuego, Tucson, AZ 85743.

5. Special Meetings.

(a) Residents of the Northwest Fire District may petition for a special meeting, and the Chairman shall call a special meeting within ten (10) days after receipt of the petition. At least two percent (2%) of the residents of the Northwest Fire District must sign the petition for a special meeting, and the petition must include the names and addresses of all petitioners.

(b) The Chairman may call a special meeting at any time by giving the notice required by the law and providing an agenda for the special meeting as required by Arizona law.

6. Ratification of a Prior Act. The notice requirement for ratification of a prior act taken in violation of Arizona law is seventy-two (72) hours. Ratification must take place within thirty (30) days after the discovery of the violation or after such discovery should have been made by the exercise of reasonable diligence.

7. Emergency Meetings. In the case of an actual emergency, less than 24 hours notice of a meeting may be given, and the notice that is actually given shall be appropriate to the circumstances generating the emergency. However, there are three (3) requirements which must be met which are as follows:

(a) An announcement must be made at the meeting of the reasons necessitating the emergency meeting; and

(b) A statement must be made in the minutes of the meeting setting forth the reasons for the emergency meeting; and

(c) Within 24 hours after the meeting, a public notice must be posted declaring that an emergency session has been held and setting forth the information required under paragraph 3.

8. Meeting Recessed. Less than twenty-four (24) hours notice may be given when a properly noticed meeting is recessed to a later date. Prior to the recessing, notice must be publicly given as to the time and place of the resumption of the meeting or the method by which notice shall be publicly given.

This notice must also comply with the agenda requirements respecting matters to be addressed when resumed.

9. Order of Business. The order of business at any public meeting is as follows:

- (a) The taking of attendance and a determination that a quorum exists
- (b) Salute to the flag of the United States of America
- (c) Public Forum (call to the public)
- (d) Consent Agenda
- (e) Reports and Correspondence
- (f) Business
- (g) Future Agenda Items (A Governing Board Member may bring forth general topics for future meeting agenda. The Governing Board may not discuss, deliberate or take any action on the topics presented pursuant to A.R.S. § 38-431.02H.)
- (h) Adjournment
- (i) The Chairman or majority of the Board may change the order of the agenda.

10. Minutes. The minutes record any and all official acts of the District. A.R.S. § 38-431.01. If any conflict exists between the minutes and any other record of a meeting of the District, then the minutes shall control.

11. The Approval of, Ratification of, and Amendments to the Minutes. The minutes of a meeting of the District shall be approved, amended or modified at the next regular meeting. Upon review and approval of the minutes of a previous meeting, those minutes shall be signed by the Clerk. After the minutes have been approved, amended or modified at the next regular meeting, subsequent amendments or modifications may only be made in accordance with the following requirements:

- (a) An amendment or modification of a grammatical, typographical, or other non-substantive error in the minutes may be proposed at any time; and

(b) A substantive amendment or modification to the minutes may be proposed, discussed and adopted only at a regularly scheduled public meeting. A substantive amendment or modification to the minutes may only be voted upon if a majority of the Board Members who originally approved the minutes are present and can vote on the subsequent amendment or modification as Board Members.

12. Conduct of the Meeting. The Chairman will preside at all regular, special or emergency meetings. In the event that the Chairman is not present, the Vice-Chairman will preside; in the event the Chairman and Vice-Chairman are not present, the Clerk will preside. The meeting shall also be conducted pursuant to the following requirements:

(a) Voting will be done by voice or a show of hands in a manner sufficient to give the Chairman notice of each member's vote. In the event that a count is demanded, then the Chairman shall appoint a member of the Board to conduct a count of all votes.

(b) The public shall have access to all meetings except for Executive Sessions.

(c) The Board may arrange for participation by telephone or video conference for those unable to attend and where there is no reasonable alternative to this arrangement. In the event that a telephone or video conference is made available, then the following procedure must be followed: facilities must be set up in order to permit the public to observe and hear all telephone or video communications; there should be a clear identification of all members participating by such method; and the minutes of the meeting should identify members participating by telephonic or video communications and should describe the procedures followed.

(d) Any or all of the public meetings may be recorded by any person in attendance, provided that such a recording does not interfere with the conduct of the meeting.

(e) The rules of the meeting shall be Robert's Rules of Order Revised, except where they are in conflict with these Bylaws, in which case the Bylaws shall prevail.

## ARTICLE VI

### Executive Sessions

1. Requirements. Pursuant to A.R.S. § 38-431.03, upon and only upon a public majority vote of sufficient members to constitute a quorum, an executive session may be held only for the following purposes:

(a) Personnel Matters. The discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining, or resignation of a public officer, appointee or employee of the District. With the exception of salary discussions, an officer, appointee or employee may demand that this discussion take place at a public meeting. If such a demand is made, the officer, appointee or employee must be provided with at least twenty-four (24) hours notice of the executive session. The Board shall provide the officer, appointee or employee such notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether such discussion or consideration should occur at a public meeting. (There is no emergency exception to this latter requirement.) The Board may permit the officer, employee or appointee discussed to attend the executive session, but the employee does not have a right to attend the executive session but may demand the discussion take place as a public meeting.

(b) Confidential Records. An executive session may be held when the public body is considering or discussing records exempt by law from public inspection. The record being considered need not be expressly made confidential by statute.

(c) Legal Advice. An executive session may be held for the discussion or consultation for legal advice with the attorney or attorneys of the District. The only person allowed to attend this executive session are the members of the District Board and such officers, employees, and appointees permitted by the Board with a view to preserving the attorney/client privilege.

(d) Litigation. An executive session may be held for discussion or consultation to consider the District's position and instructing counsel concerning the District's position in impending or contemplated litigation.

(e) Employee Negotiations. An executive session may be held for the discussion or consultation with designated representatives of the District to consider the District's position and instruct its representatives regarding negotiations with employee representatives regarding their salaries, salary schedules or compensation paid in the form of fringe benefits for employees of the District.



(f) International and Interstate Negotiations. An executive session may be held for the discussion of international and interstate negotiations between the District and another party or parties.

(g) Purchase or Lease of Real Property. An executive session may be held for discussions and consultations with designated representatives of the District to consider its position and instruct its representatives regarding negotiations for the purchase or lease of real property.

2. No Action at Executive Session. No executive session may be held for the purpose of taking any legal action involving a final vote or decision.

3. Procedure. Before the Board goes into executive session, a majority of members constituting a quorum must vote at a public meeting to hold such an executive session. The vote may permit the holding of an executive session during or immediately following the public meeting or at some later specified date.

4. Limitation on Conduct in Executive Sessions. The District may not take an informal or preliminary vote or a final vote or make a final decision in the executive session; such action must be taken at a public meeting convened for that purpose. At the public meeting after the executive session, sufficient information must be given to the public to apprise the public of the basic subject matter of the action to be taken.

5. Notice. If an executive session is to be held, notice shall be given to the members of the Board and to the general public stating the specific provision of law authorizing the executive session.

6. Agenda. The agenda for an executive session shall include only a general description of the matters to be considered and shall not contain information that would defeat the purpose of the executive session.

7. Emergency Executive Session. An emergency executive session may be called provided that:

(a) The reason for the emergency session is announced publicly immediately prior to the executive session; and

(b) Within 24 hours after the emergency executive session, an agenda is posted setting forth the information required pursuant to paragraph 6 above.

## ARTICLE VII

### Maintenance of Records

1. The Responsibility to the Clerk. It is the responsibility of the Clerk to maintain all the records of the District and to keep such records in current order.

2. Written Minutes. Pursuant to A.R.S. § 38-431.03, minutes must be taken of all public meetings and executive sessions with the exception of meetings conducted by subcommittees and advisory committees. Either written minutes or a recording of the meeting must be available for public inspection within three (3) working days after a meeting, except that no recording shall be made of any executive session. The following information must be in the minutes:

(a) The date, time and place of the meeting.

(b) The members of the Board recorded as either absent or present.

(c) A general description of the matters discussed or considered even where no formal action or vote is taken with respect to those matters. With respect to the executive session, the general description shall be deemed sufficient if it refers to the sub-section of Article VI, Section 1 under which the executive session was held.

(d) An accurate description of all legal actions proposed, discussed or taken and the names of persons who proposed and seconded each motion. The minutes must also reflect how the body voted and the numerical breakdown of the vote.

(e) The name of each person making a statement or presenting material to the Board and a specific reference to the action to which the statement or presentation relates.

(f) A full description of the nature of any emergency matter, specifically including, but not limited to, the circumstances necessitating the emergency.

(g) In the event that a prior act in violation of the Open Meeting Laws of the State of Arizona is ratified, a copy of the disclosure statement is required for such ratification.

3. Maintenance of Records. A record of all notices, including a copy of each notice posted and information regarding the date, time and place of posting must be kept. Records are to be maintained for a period of at least five (5) years.

4. Tape Recordings. Minutes may be taken in writing or may be recorded by tape recorder or video tape recorder.

5. Executive Sessions. The minutes of an executive session must be maintained. The Board must advise all persons present at the executive session as to the confidential nature of the executive session and the minutes should reflect that such advice was given. The minutes of an executive session must contain the following information:

- (a) The date, time and place of the meeting.
- (b) The members of the Board recorded as either present or absent.
- (c) A general description of matters considered which shall be deemed sufficient if it refers to the sub-section of Article VI, Section 1, under which the executive session was held.
- (d) A statement of the reasons for any emergency considerations of any matters not on the agenda.
- (e) Such other information as the Board deems appropriate.

6. Disclosure of Minutes of an Executive Session. Minutes of an executive session may not be disclosed to anyone except as follows:

- (a) Any member of the Board which met in the executive session including members who did not attend the session.
- (b) Any officer, appointee or employee who was a subject of the discussion.
- (c) Staff personnel to the extent necessary to perform their duties to prepare and maintain the minutes of the executive session.
- (d) The attorney for the Board to the extent necessary for representation.
- (e) The Auditor General in connection with the Auditor General's lawful performance of his duties to conduct a financial or performance audit.
- (f) The Court for purposes of a confidential inspection.

7. Committees. Committees shall keep minutes of their proceedings. The committees shall present their reports and/or recommendations at a public meeting and

the minutes of such public meeting must reflect the substance of the report and/or recommendation. The minutes should also reflect the names of the committee members supporting the report or recommendation and the names of those committee members not in support of the report or recommendation.

8. Agendas. The agendas for all meetings shall be preserved with the written minutes for each meeting and must be maintained for a period of at least five (5) years.

## **ARTICLE VIII**

### Finances

1. Annual Report to Pima County and the State Treasurer. The Board shall submit an annual report to the Clerk of the Pima County Board of Supervisors and the State Treasurer pursuant to the requirements of A.R.S. § 48-251 as amended from time to time.

2. Annual Budget. The Board shall prepare an annual budget containing detailed estimated expenditures for each fiscal year. The budget must clearly show the salaries payable to the employees of the District, including the Chief. Notice of the budget must be given as required by the law of Arizona and must be adopted by the Board pursuant to those laws. Copies of the budget must be available to members of the public upon written request according to A.R.S. § 48-805(A)(2).

3. Annual Estimate. No later than July 10<sup>th</sup> of each year, the Chairman must submit to the Board of Supervisors of Pima County an estimate, certified by items, of the amount of money required for the equipment and maintenance of the District for the ensuing year, less the amount due from the County Fire District Assistance Tax. The annual estimate must in all other ways comply with the requirements of the laws of the State of Arizona.

4. Authorized Expenditures. The Board is authorized to make expenditures as is permitted by the Arizona laws as amended from time to time. The Board purchasing policy which, among other things, includes specific authority for officers, appointees, or employees of the District to make expenditures and grants signature authority pursuant to the purchasing policy. The Purchasing Policy may be amended from time to time by vote of a majority of the members constituting a quorum.

## **ARTICLE IX**

### Execution of Documents

1. General. All documents, instruments or any written material whatsoever binding upon the District shall be executed by the Chairman of the Board for the

District; provided, however, that the Board may, by resolution, authorize officers, employees, or appointees of the District to execute documents, instruments, or other written material binding on the District.

2. Finance Documents. All documents, instruments and any written material whatsoever which evidence money owed by, or money to the District should be executed by a minimum of two (2) Board members. Notwithstanding the foregoing, the Board may authorize officers, appointees, or employees to sign checks pursuant to a purchasing policy adopted under Article VIII, Section 4. The District may also use electronic check signing as approved by the Board.

## **ARTICLE X**

### Fire Code and Standards

1. Adoption. Pursuant to A.R.S. § 48-805(B)(5), the Board may adopt, amend or revise the Uniform Fire Code. The District must keep three (3) copies of the Code, including amendments and revisions, on file for public inspection.

2. Amendments or Revisions. Amendments or revisions to the Code may be adopted after a hearing. The proposed revisions and/or amendments shall be posted in three (3) public places and published in a newspaper of general circulation in the District thirty (30) days prior to a public hearing to adopt the amendments and/or revisions. A.R.S. § 48-805(B)(5).

3. Fire Protection Standards. The Board must assist the State Fire Marshall in the enforcement of fire protection standards within the Fire District.

4. NFPA and other Standards. The Board may adopt, amend, or revise such professional standards as it deems appropriate for administration of District services.

## **ARTICLE XI**

### Relief and Pension Fund

1. Establishment of a Firefighters' Relief and Pension Fund. The Board has established a Firefighters' Relief and Pension Fund.

2. Appointment of Trustees. The Board, at its regular meeting to be held each December, shall appoint two members to the board of trustees of the Firefighters' Relief and Pension Fund. One such appointment shall be a District Board member, and the other such appointment shall be a person who is not the District's Fire Chief, a District Board Member or a District firefighter. The Fire Chief of the District shall automatically be a trustee of the Firefighters' Relief and Pension Fund.



3. Number of Trustees. There shall be a total of seven Pension Board Trustees including the two appointed by the Board and the Fire Chief. The other four members shall be firefighters employed by the District and elected to four-year terms. Election will be held every even year to fill two of the four positions. Only firefighters employed by the District shall be eligible to vote in this election.

4. Vacancies on the Board of Trustees. If a vacancy occurs for a trustee who is appointed by the District, the District shall appoint, within sixty (60) days of the date of the vacancy, a person to fill the unexpired term of the trustee who created the vacancy. The person so appointed shall meet the qualifications required of the trustee when he/she was appointed who created the vacancy. Only firefighters employed by the District shall be eligible for appointment. After the appointment, the District shall notify the Board of Trustees of the new trustee and when the new trustee's term expires.

## **ARTICLE XII**

### Personnel and Administration

1. Personnel. The Board may, by resolution, hire, appoint, and employ personnel to carry out its lawful purposes, including, but not limited to, a District Chief who shall be the Chief Executive and Operational Officer of the District.

2. Personnel Policy. The Board may delegate its authority to hire, appoint, and employ personnel to the District Chief and his delegates pursuant to a personnel policy adopted by resolution.

3. Operational Policy. The Board may delegate its responsibility for operation of the District to the District Chief and his delegates pursuant to operational standards adopted by resolution.

## **ARTICLE XIII**

### Amendments to the Bylaws

Amendment of Bylaws. Amendments to these Bylaws may be proposed in writing at any regular or special public meeting of the Board. Such proposed amendments shall be acted upon at the next regular public meeting of the Board or at a special public meeting called for that purpose and shall be adopted by an affirmative vote of a majority of the Board members present. Notice of intention to present amendments to these Bylaws for adoption shall be contained in the notice of the meeting. All Bylaws adopted shall conform to Arizona State Law. Any Bylaw not in such conformity shall be invalid and State law shall replace them.

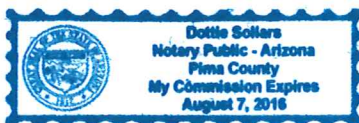
Bylaws adopted on November 9, 1988 and first amended December 9, 1992.  
 Bylaws as amended by the Board at its Regular Meeting on April 25, 2000.  
 Bylaws as amended by the Board at its Regular Meeting on September 25, 2001.  
 Bylaws as amended by the Board at its Regular Meeting on November 27, 2001.  
 Bylaws as amended by the Board at its Regular Meeting on February 27, 2007.  
 Bylaws as amended by the Board at its Regular Meeting on May 22, 2007.  
 Bylaws as amended by the Board at its Special Meeting on May 13, 2008.  
 Bylaws as amended by the Board at its Regular Meeting on April 28, 2009.  
 Bylaws as amended by the Board at its Regular Meeting on April 27, 2010.  
 Bylaws as amended by the Board at its Special Meeting on August 7, 2012.  
 Bylaws as amended by the Board at its Regular Meeting on January 22, 2013.  
 Bylaws as amended by the Board at its Regular Meeting on March 24, 2015.

IN WITNESS WHEREOF, the Clerk of the Northwest Fire District Board has hereunto set his hand this 24<sup>th</sup> day of March, 2015.

  
 Tim Clayton, Board Clerk

STATE OF ARIZONA      |  
                                      | ss.  
 COUNTY OF PIMA        |

This instrument was acknowledged before me this 25<sup>th</sup> day of March, 2015, by Tim Clayton as Clerk of the Northwest Fire District Board.



  
 Notary Public  
 My Commission Expires: Aug. 7, 2016

**Northwest Fire District Governing Board**

5225 West Massingale Rd.  
Tucson, AZ 85743

**SCHEDULED****MEMORANDUM NO. 2016-160**

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Patricia Aguilar, Administrative Services Director  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Discussion and Possible Action to Appoint a Governing Board Member to the Northwest Fire District Local Pension Board as Chairman, Based on Mr. Tim Clayton's Resignation, to Complete His Term Which Ends December 10, 2016.

---

**RECOMMENDATION:**

- 1) Appoint a Board Member to serve the remainder of Mr. Tim Clayton's term, with an end date of December 10, 2016, with the Northwest Fire District Local Pension Board as Chair.
- 2) Allow the Vice Chair of the Pension Board to lead the Northwest Fire District Local Pension Board Meetings until December 13, 2016, when a new Board Member is appointed by the Governing Board to the Local Pension Board as Chair.

**MOTION:**

- 1) Move to appoint \_\_\_\_\_, to complete Mr. Tim Clayton's term, which ends December 10, 2016, to serve as Chair of the Northwest Fire District Local Pension Board, effective immediately, due to Mr. Clayton's resignation.
- 2) Move to postpone the temporary appointment of a Governing Board Member to complete Mr. Tim Clayton's term, which ends December 10, 2016, to serve as Chair on the Northwest Fire District Local Pension Board, until the Governing Board Meeting on Tuesday, December 13, 2016, when a Board Member can be appointed for a one (1) year term.

**DISCUSSION:**

Mr. Tim Clayton, the Governing Board Clerk, tendered his resignation effective September 05, 2016, from the Governing Board and Pension Board.

The By-Laws of Northwest Fire District Local Pension Board, Adopted June 19, 2012, states on page 3, Article 3.07, Vacancies, A vacancy is deemed to occur on the date of death or date of resignation of a Member. The vacancy in any office shall be filled by

the unexpired term within thirty (30) days of the date there is a vacancy.

If the Governing Board wishes to appoint another Board Member to the Local Pension Board, the Local Board Secretary will notify the Local Pension Board of the new appointment and that the term expires December 10, 2016.

## **ByLaws of Local Pension Board**

### **4.03 ELECTION**

A Member designated by the District Governing Board shall serve as Chairman.

### **4.08 CHAIRMAN**

The Chairman is responsible for assuring that the business of the public meetings is transacted in a proper order and is expedited as much as possible. He must assure that all Local Pension Board Members observe the rules of debate and that order and decorum are always observed at the meetings. He shall make certain that the Local Pension Board is operated in conformance with all governing laws, rules and these by-laws. He shall be responsible for carrying out the orders of the Local Pension Board. The Chairman may call a special Local Pension Board meeting.

### **4.09 VICE CHAIRMAN**

The Vice Chairman shall call all meetings to order at the designated time **and act as Chairman in the absence of the Chairman.**

### **FISCAL IMPACT:**

N/A

### **ALTERNATIVES:**

None other than the options presented in the Recommendations and Motions

### **ATTACHMENTS:**

- Clayton's Resignation (PDF)
- Local Pension Board [Revised] By-Laws Adopted 6-19-2012 [Signed copy] (PDF)

Tim Clayton  
41 E. Calle Cinco Vecinos  
Tucson, AZ 85704

August 30, 2016

George Carter  
Chairman, NWFD Governing Board  
5000 N. Calle Penascoso  
Tucson, AZ 85745

Dear Mr. Carter:

I am tendering my resignation from the Northwest Fire District Governing Board, Clerk of the Board and Pension Board Chairman, effective immediately.

I realize that leaving early is not ideal, but I know there is someone waiting in the wings and a fresh perspective going into the bond election might be a good thing. I can't say I view my stay as a productive one but I was honored to be asked to serve.

Please know that I hold firefighters in the highest regard and wish the district continued success.

I will make arrangement with administration to receive my lap top computer, case and manuals owned by the district.

Sincerely,



Tim Clayton

Cc: Mike Brandt: Fire Chief, NWFD  
Thomas Benavidez: Attorney, NWFD Governing Board  
Steve Bosse: Attorney, NWFD Pension Board  
Gary Watson: President, NWFD Local 3572

Attachment: Clayton's Resignation (2016-160 : Pension Board Appointment)



**BY-LAWS**

**OF**

**NORTHWEST FIRE DISTRICT**

**LOCAL PENSION BOARD**

**Adopted June 19, 2012**

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## ARTICLE I DEFINITIONS

The following words and phrases as set forth in these by-laws shall have the meaning and application set forth below, unless the context clearly indicates to the contrary.

1.01 “ARS” or “A.R.S.” shall mean the Arizona Revised Statutes as may be amended from time to time.

1.02 “Attorney General” shall mean, unless the context clearly indicates the individual holding such office, the office of the Attorney General established pursuant to A.R.S. § 41-191 *et seq.*

1.03 “Audit” shall mean a written report showing financial position prepared in accordance with generally accepted accounting principles.

1.04 “Local Pension Board Members” Board shall mean collectively the governing body created pursuant to A.R.S. § 38-847.

1.05 “Local Pension Board” Board Members shall mean the members of the Local Pension Board.

1.06 “By-laws” or “by laws” shall mean this document as may be amended from time to time.

1.07 “District Governing Board” shall mean collectively the governing body of the Northwest Fire District.

1.08 “District Chairman” shall mean the individual who is the Northwest Fire District’s Governing Board chairman.

1.09 “District Firefighters” shall mean individuals employed by the District to render firefighting service to the District.

1.10 “Fire Chief” shall mean the individual designated as the fire chief for the Northwest Fire District.

1.11 “Member” shall mean an individual appointed or elected to the Local Pension Board.

1.12 “Northwest Fire District” shall mean the political subdivision of Pima County, Arizona established pursuant to A.R.S. § 48-802, *et seq.*, or applicable sections of prior law.

1.13 “Northwest Fire District Governing Board” shall mean the District Governing Board.

1.14 “Public Safety Personnel Retirement System” or “PSPRS” shall mean the system established pursuant to A.R.S. § 38-841 *et seq.*

1.15 “Quorum” shall mean a majority of the Local Pension Board.

1.16 “State Fire Marshal” or “state fire marshal” shall mean, unless the context clearly indicates the individual holding such office, the office of State Fire Marshal established pursuant to A.R.S. § 41-2161, *et seq.*

1.17 “Statutes” or “law” shall mean ARS.

## ARTICLE 2

### NAME AND CONFLICT WITH LAW

2.01 Name. The name of the Local Pension Board is the “Northwest Fire District Local Pension Board.”

2.02 Conflict With Law. In the event there is a conflict between these by-laws, the statutes, and an Attorney General’s opinion such conflict shall be resolved by first applying the statutes, and secondly, the Attorney General’s opinion.

## ARTICLE 3

### LOCAL PENSION BOARD

3.01 Delegated Powers. The powers and duties of the Local Pension Board are derived pursuant to A.R.S. § 38-847 and to the extent not inconsistent therewith from these by-laws.

3.02 Number. The number of Members which shall constitute the whole Local Pension Board shall be five (5).

3.03 Qualification. One (1) member of the Local Pension Board shall be the secretary-treasurer of the District Governing Board and designated as Chairman by the District Governing Board, two (2) Members of the Local Pension Board shall be appointed by the secretary-treasurer of District Governing Board (one of whom is a resident of the District and one of whom has experience in personnel administration), and two (2) Members of the Local Pension Board shall be District Firefighters elected by secret ballot.



3.04 Appointment of Citizen Members. At a regular meeting, the secretary-treasurer of District Governing Board shall appoint the two (2) citizen Members to the Local Pension Board. The citizen members shall have staggered four year terms. A citizen member shall hold office until his term expires, or until his resignation or death.

3.05 Terms of Office of Elected Members. The elected Members shall serve staggered four (4) year terms. Each firefighter elected shall hold office until his term expires, or until he terminates employment as a firefighter with the District, or until his resignation or death.

3.06 Removal. The District Governing Board shall not have the authority to remove an elected Member.

3.07 Vacancies. A vacancy is deemed to occur on the date of death or date of resignation of a Member. Failure of a Member to at all times continue to meet the qualifications which were necessary for his appointment or election to the Local Pension Board shall be deemed a resignation by that Member on the date he no longer continues to meet such qualifications. If a vacancy occurs for a Member who was appointed by the secretary-treasurer of the District Governing Board, the secretary-treasurer of the District Governing Board shall appoint within sixty (60) days of the date of the vacancy a person to fill the unexpired term of the Member who created the vacancy. If a vacancy occurs for a Member who was elected, the Local Pension Board shall call for the election from the District's firefighters to fill the unexpired terms of the Member who created the vacancy. Such election shall take place within sixty (60) days of the date of the vacancy. Only firefighters employed by the District shall be eligible to vote in this election. Each firefighter shall be entitled to one (1) vote for this election. In the event there is more than one (1) vacancy to be filled by this election, the firefighter receiving the highest number of votes would fill the vacancy of the Member who had the longest unexpired term. Other rules concerning the election may be made by the Local Pension Board not inconsistent with the by-laws. After the appointment or the election, the District Governing Board or the Local Pension Board Secretary shall notify the Local Pension Board Chairman of the new Member(s) and when his term expires.

3.08 Compensation. All Members shall serve without compensation, but may be reimbursed for any expenses incurred on behalf of the Local Pension Board or by the District.

3.09 Election of Officers. Annually or more frequently as may be required, the Local Pension Board shall elect the officers as provided in Article 4.

## ARTICLE 4

### LOCAL PENSION BOARD OFFICERS

4.01 Officers. The officers of the Local Pension Board shall be a Chairman, a Vice Chairman and Secretary. The Secretary need not be a Member.

4.02 Qualification. The Chairman and the Secretary shall not be the same person.

4.03 Election. A Member designated by the District Governing Board shall serve as Chairman. A Member elected by the Local Pension Board shall serve as Vice Chairman. The Secretary will be elected by the Local Pension Board. The Secretary need not be a member of the Local Pension Board.

4.04 Term. All elected officers shall be elected and/or appointed annually at the annual meeting of the Local Pension Board. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as conveniently may be. Each officer shall hold office until his successor is elected or until his death or resignation.

4.05 Removal. Any elected officer may be removed in the following manner. At least two (2) Members must propose the removal of any one (1) officer. In order for an officer to be removed from office, at least a majority of the Local Pension Board must vote for such removal.

4.06 Vacancies. A vacancy of an office is deemed to occur on the date of death, the date of removal, the date of resignation of a Member who held the office, or the date of resignation from such office. The vacancy in any office shall be filled for the unexpired term within thirty (30) days of the date there is a vacancy. If the Chairman is the position to be filled, the Members shall appoint a Chairman for that meeting if the Vice Chairman is also not available to chair the meeting. The election to fill the vacancy or vacancies as the case may be shall be in the manner prescribed by these by-laws for the regular election to such office.

4.07 Compensation. All officers shall serve without compensation, but may be reimbursed for any expenses incurred on behalf of the Local Pension Board by the District.

4.08 Chairman. The Chairman is responsible for assuring that the business of the public meetings is transacted in a proper order and is expedited as much as possible. He must assure that all Local Pension Board Members observe the rules of debate and that order and decorum are always observed at the meetings. He shall make certain that the Local Pension Board

is operated in conformance with all governing laws, rules and these by-laws. He shall be responsible for carrying out the orders of the Local Pension Board. The Chairman may call a special Local Pension Board meeting.

4.09 Vice Chairman. The Vice Chairman shall call all meetings to order at the designated time and act as Chairman in the absence of the Chairman.

4.10 Secretary. The Secretary shall keep a record of all transactions of the meetings of the Local Pension Board in the form of minutes. The Secretary shall have available for public inspection at every meeting of the Local Pension Board the minutes, except for executive sessions of the previous meeting and all other minutes that have not been approved, the by-laws of the Local Pension Board and all other rules pertaining to the Local Pension Board, a list of all the committees, if any, and the order of the business or a list of the business to come before the meeting. The Secretary is the custodian of all the records of the Local Pension Board. The Secretary must ensure that all committees, if any, have such documents as they require for the performance of their duties. The minutes of the meeting shall be forwarded to the PSPRS fund manager pursuant to A.R.S. § 38-847.

## ARTICLE 5

### NOTICE

5.01 Definitions. For purposes of this Article, the following terms shall mean:

A. "Notice" or "notice." A written document signed by an officer which shall include at a minimum the time, place and location of a Local Pension Board meeting. For an executive session Local Pension Board meeting, this written document shall also include the specific provision of Arizona law by appropriate reference to the statutory section which authorizes the executive session. Except as otherwise provided, every notice shall have attached to it or contained on the same page as the notice, an agenda. In the event a meeting will consider ratification of legal action transacted by the Local Pension Board at a prior meeting which was held in violation of the Arizona Public Meetings and Proceeding statutes (A.R.S. § 38-431 *et seq.*) In addition to the other requirements, the notice shall include a description of the action to be ratified, a clear statement that the Local Pension Board proposes to ratify a prior action and information on how the public may obtain a detail written description of the action to be ratified.

B. "Agenda" or "agenda." A written document which shall list the specific matters to be discussed, considered or decided at the meeting. Only matters listed in this document or related thereto shall be discussed, considered or decided at the meeting. The preceding sentence is modified

where for nonexecutive sessions there is an actual emergency a matter may be discussed, considered and decided at a meeting where the matter was not listed on the agenda provided (1) the minutes of the meeting contain a statement hereinafter referred to as an "emergency matter statement" setting forth the reasons necessitating such discussion, consideration or decision and (2) such reasons are publicly announced at the meeting. For executive sessions the second sentence is modified so as to consider a matter not on the agenda as provided in the next sentence provided the reason for consideration of the emergency measure shall be announced publicly immediately prior to the executive session. For an executive session, this document shall only include a general description of the matters to be considered.

5.02 Application of Open Meeting Statutes. The Arizona Public Meeting and Proceeding statutes as amended from time to time shall apply to all notices and to all Local Pension Board meetings.

5.03 Public Notice of Meeting. Except as provided in sections 5.05 and 5.06 a notice shall be posted at least twenty-four (24) hours in advance of any meeting.

5.04 Local Pension Board Member Notice of Meeting. Except as provided in sections 5.05 and 5.06 a notice shall be delivered to each Local Pension Board Member at least twenty-four (24) hours in advance of any meeting.

5.05 Notice of an Emergency Meeting. A notice for an actual emergency meeting of the Local Pension Board, including executive sessions does not have to be posted or delivered at least twenty-four (24) hours in advance of such meeting, but must be appropriate to the circumstances. However, the Secretary shall comply with the provisions of section 5.03 within twenty-four (24) hours of such meeting and shall at the same time declare that an emergency meeting had been held on the date and time contained in the notice.

5.06 Notice of Recessed Meeting. A notice for a reconvened meeting shall comply with the provision of section 5.03 except for requirement for posting twenty-four (24) hours in advance. Such compliance shall be done before recessing the original meeting.

5.07 Twenty-four (24) Hours Changed to Seventy-two (72) Hours. In the event a meeting will consider ratification of legal action transacted by the Local Pension Board at a prior meeting which was held in violation of the Arizona Public Meetings and Proceeding statutes, the words "Except as provided in sections 5.05 and 5.06 . . ." contained in sections 5.03 and 5.04 are deleted and the words "twenty-four (24) hours" contained in sections 5.03, 5.04 and 5.06 are changed to be "seventy-two (72) hours." No emergency meeting shall be held to consider such ratification.

## ARTICLE 6

## MEETINGS

6.01 Meetings Open to Public; Exception. All meetings of the Local Pension Board shall be open to the public and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. As required by Arizona statute, executive sessions shall not be open to the public and attendance at such sessions are strictly limited as required by law.

6.02 Annual Local Pension Board Meeting. The annual meeting of the Local Pension Board shall be held in January of each year. The notice of such meeting shall comply with Article 5.

6.03 Special Meeting. The Chairman may call special meetings of the Local Pension Board at such other times as he may direct. The notice of such meetings shall comply with Article 5.

6.04 Order of Business. The order of business for any meeting except executive session, shall be as follows:

- A. The Chairman calling the meeting to order.
- B. The Chairman taking attendance and determining that a quorum is present.
- C. The approval, modification or amendment of the minutes of the previous meeting.
- D. Unfinished business.
- E. New business.
- F. Adjournment.

6.05 Conduct of Meetings. The Chairman shall preside at all meetings including executive sessions. In the event the Chairman is not present, the Vice Chairman shall preside. The meetings shall also be conducted pursuant to the following requirements:

- A. A vote of a majority of the Local Pension Board at which time a quorum is present shall be the act of the Local Pension Board.
- B. Voting shall be done by voice, but any Local Pension Board Member may request a count of the vote and upon doing so the Chairman shall count the vote cast by a show of hands or in the alternative by polling each Local Pension Board Member as to how he votes on the matter at hand.



C. The Chairman shall declare immediately after the voting has been completed whether the matter passed or not.

D. A Local Pension Board Member may speak for a maximum of five (5) minutes on each question and no member may speak more than twice on the same question.

E. Any public meeting may be recorded by any person in attendance by means of a tape recorder, camera or other means of sonic reproduction, provided there is no active interference with the conduct of the meeting.

## ARTICLE 7

### EXECUTIVE SESSION

7.01 Majority Vote Required. Before the Local Pension Board may hold an executive session, a majority vote of the Local Pension Board Members constituting a quorum must agree to such session. This vote is necessary before the Chairman can call an executive session.

7.02 Subject Matter. Only certain matters are appropriate for executive sessions. These matters are contained in A.R.S. § 38-431.03 A as may be amended from time to time.

7.03 No Final Vote or Decision. No executive session may be held for the purpose of taking any legal action involving a final vote or decision.

## ARTICLE 8

### MINUTES

8.01 Definition. The word “minutes” shall mean the written document record of all official acts of the Local Pension Board. If any conflict exists between the minutes on any other record of a Local Pension Board meeting, the minutes shall control.

8.02 Minutes Required. The Secretary shall take or provide for the taking of minutes and/or a recording of all meetings of the Local Pension Board.

8.03 Three-Day Public Inspection. Within three (3) working days of a meeting, the minutes or a recording of the meeting other than an executive session shall be open to public inspection.

8.04 Contents of Minutes. For meetings other than executive sessions, the minutes shall include, but not be limited to:

- A. The date, time and place of the meeting.
- B. The Members of the Local Pension Board recorded as either present or absent.
- C. A general description of the matter considered.
- D. An accurate description of all legal actions proposed, discussed or taken, the names of Local Pension Board Members who propose each motion and whether each such motion passed or failed and, in the case of a polling on a motion, the Member requesting the polling and how each Local Pension Board Member voted on the motion.
- E. The names of the persons, as given, making statements or presenting material to the Local Pension Board and a reference to the legal action about which they made statements or presented material.
- F. In the case of considering an emergency matter, the statement required of section 5.01B setting forth the reason necessitating such discussion, consideration or decision.
- G. In the event the Local Pension Board shall ratify a legal action taken in a prior meeting which was held in violation of A.R.S. § 38-431.01 *et seq.* a written description of the action to be ratified and all deliberation, consultations and decision by Members of the Local Pension Board that preceded and related to such action.

8.05 Content of Executive Session Minutes. The minutes of an executive session shall contain the information required in Section 8.04 paragraphs A-C and such other matters as may be deemed appropriate by the Local Pension Board.

8.06 Notices and Agendas to be Retained. The Secretary shall file a copy of all notices and agenda as part of the minutes of each meeting. The Secretary shall for each notice and agenda indicate the date, time and place of posting and the date mailed to each Local Pension Board Member.

8.07 Prohibition of Disclosure of Minutes or Discussions Made at Executive Sessions. The minutes of and discussions made at executive sessions are confidential. Arizona law only permits disclosure of these items to a select few and under certain conditions. Reference is therefore made to A.R.S. § 38-431.03 B and E.

8.08 Approval, Modification or Amendment to Minutes. The minutes of a meeting other than for an executive session shall be approved, amended or modified at the next meeting. After the minutes have been approved, amended or modified at the next meeting, subsequent amendments or modifications to such minutes may only be made in accordance with the following requirements:

A. An amendment or modification of a grammatical error in the minutes may be proposed and voted on by the Local Pension Board at any time.

B. A substantive amendment or modification to the minutes may be proposed, discussed and adopted provided that the adoption is voted upon by a majority of the Local Pension Board Members who originally approved the minutes and can vote on the subsequent amendment or modification as Local Pension Board Members.

## ARTICLE 9

### MISCELLANEOUS

9.01 Amendment. These by-laws may be amended by the Local Pension Board.

9.02 Caption Headings. Caption headings are for convenience only and are not part of the by-laws.

9.03 Certain Ratification of Prior Acts. Ratification of all legal action transacted by the Local Pension Board during a meeting held in violation of the Arizona Public Meetings and held within thirty (30) days after the discovery of the violation or after such discovery should have been made by the exercise of reasonable diligence and after complying with other requirements of these by-laws.

Dated: JUNE 20<sup>TH</sup>, 2012

NORTHWEST FIRE DISTRICT  
LOCAL PENSION BOARD

By: ROGER MOORE

Joe Kip Vice Chairman

ATTESTED:

By: PATRICIA AGUILAR

Patricia Aguilar, Secretary



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

7.D

### SCHEDULED

### MEMORANDUM NO. 2016-161

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Dave Gephart, Finance Director  
**Type of Action:** Formal Action/Motion  
**Agenda Item:** Discussion and Possible Action to Amend the District's Suppression Employee Pay Plan

---

#### **RECOMMENDATION:**

Approve revisions to suppression pay plan.

#### **MOTION:**

Move to approve revisions to suppression employee pay plan effective immediately.

#### **DISCUSSION:**

There has been some confusion regarding the compensation of suppression employees stemming from the board-approved pay plan including both hourly and annual amounts for both hourly and salaried employees. Attached to this memorandum is the existing board-approved pay plan, as well as a new proposed pay plan attempting to clear up the confusion. **To be clear, the proposed pay plan revision does not negatively impact in any way how or what employees are currently being compensated.** In essence what it does is remove annual amounts for hourly employees and hourly amounts for salaried employees.

Annual amounts included on the existing pay plan for hourly employees are estimates that are highly unlikely to ever be exactly true. This is especially the case for a shift employee whose hours worked in any given year fluctuate depending upon what shift they work (A, B, or C). Further, there has been a question regarding whether the District has been utilizing the correct annual hours factor upon which the rates were developed. An example of this is below:

#### **Assumptions:**

Hourly Rate - Firefighter Step 1: \$14.81

Annual Estimated Straight time hours worked: 2,756

Annual Estimated FLSA (Scheduled) Overtime Hours: 156

Total Estimated Straight time Hours:  $2,756 + 156 = 2,912$

1/2 Time Factor for Overtime Hours:  $156 * .5 = 78$

Total Hours to be paid including Overtime:  $2,756 + 156 + 78 = 2,990$



Payment to employee for Straight time:  $2,756 * 14.81 = \$40,816.36$

Payment to employee for Scheduled Overtime:  $156 * 14.81 * 1.5 = \$3,465.54$

Total estimated annual compensation to employee:  $40,816.36 + 3,465.54 = \$44,281.90$

Per existing pay plan annual:  $\$44,275.00$

As is demonstrated above, the employee on an actual basis is earning \$6.90 ( $44,281.90 - 44,275.00$ ) more than what the existing pay plan says. This difference is created by rounding. Yet it is a difference and an unnecessary one at that.

The District has been compensating employees properly and fairly based upon the existing pay plan. The existing pay plan utilized a 2,990 factor for shift employees which takes into account the scheduled overtime for a shift employee. Said differently, the estimated annual amount represented on the existing pay plan for shift employees includes scheduled overtime for those employees. Because those amounts are paid at time and a half, the hours need to be adjusted to get back to a true base hourly rate which creates the rounding difference demonstrated above.

The proposed pay plan also now includes a flat rate the District utilizes for both the ranks of Captain (\$30) and Battalion Chief (\$40). This flat rate is used on non-scheduled work days on Wildland, backfill assignments and holidays in lieu of overtime. It is important to note that this is current practice which, if approved, will be memorialized in the pay plan moving forward.

**FISCAL IMPACT:**

None

**ALTERNATIVES:**

Not approve revision

**ATTACHMENTS:**

- Pay Plan Board Attachment (PDF)

## NWFD Existing Board-Approved Suppression Pay Plan:

Annual	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
<b>FIREFIGHTER - 120</b>	\$ 44,275.00	\$ 46,875.00	\$ 49,475.00	\$ 52,075.00	\$ 54,675.00	\$ 57,275.00	\$ 59,875.00
<b>ENG/CEP -130</b>	\$ 56,320.00	\$ 59,020.00	\$ 61,720.00	\$ 64,420.00	\$ 67,120.00	\$ 69,820.00	\$ 72,520.00
<b>CAP - 140</b>	\$ 69,000.00	\$ 71,990.00	\$ 74,980.00	\$ 77,970.00	\$ 80,960.00	\$ 83,950.00	
<b>BC - 150</b>	\$ 86,300.00	\$ 89,100.00	\$ 91,900.00	\$ 94,700.00	\$ 97,500.00	\$ 100,300.00	
<b>DC - 160</b>	\$ 106,000.00	\$ 108,300.00	\$ 110,600.00	\$ 112,900.00	\$ 115,200.00		
<b>AC - 170</b>	\$ 117,500.00	\$ 120,500.00	\$ 123,500.00	\$ 126,500.00	\$ 129,500.00		

Hourly	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
<b>FIREFIGHTER - 120</b>	\$ 44,275.00	\$ 46,875.00	\$ 49,475.00	\$ 52,075.00	\$ 54,675.00	\$ 57,275.00	\$ 59,875.00
2990	\$ 14.81	\$ 15.68	\$ 16.55	\$ 17.42	\$ 18.29	\$ 19.16	\$ 20.03
2080	\$ 21.29	\$ 22.54	\$ 23.79	\$ 25.04	\$ 26.29	\$ 27.54	\$ 28.79
<b>ENG/CEP -130</b>	\$ 56,320.00	\$ 59,020.00	\$ 61,720.00	\$ 64,420.00	\$ 67,120.00	\$ 69,820.00	\$ 72,520.00
2990	\$ 18.84	\$ 19.74	\$ 20.64	\$ 21.55	\$ 22.45	\$ 23.35	\$ 24.25
2080	\$ 27.08	\$ 28.38	\$ 29.67	\$ 30.97	\$ 32.27	\$ 33.57	\$ 34.87
<b>CAP - 140</b>	\$ 69,000.00	\$ 71,990.00	\$ 74,980.00	\$ 77,970.00	\$ 80,960.00	\$ 83,950.00	
2990	\$ 23.08	\$ 24.08	\$ 25.08	\$ 26.08	\$ 27.08	\$ 28.08	
2080	\$ 33.17	\$ 34.61	\$ 36.05	\$ 37.49	\$ 38.92	\$ 40.36	
<b>BC - 150</b>	\$ 86,300.00	\$ 89,100.00	\$ 91,900.00	\$ 94,700.00	\$ 97,500.00	\$ 100,300.00	
2990	\$ 28.86	\$ 29.80	\$ 30.74	\$ 31.67	\$ 32.61	\$ 33.55	
2080	\$ 41.49	\$ 42.84	\$ 44.18	\$ 45.53	\$ 46.88	\$ 48.22	
<b>DC - 160</b>	\$ 106,000.00	\$ 108,300.00	\$ 110,600.00	\$ 112,900.00	\$ 115,200.00		
	\$ 50.96	\$ 52.07	\$ 53.17	\$ 54.28	\$ 55.38		
<b>AC - 170</b>	\$ 117,500.00	\$ 120,500.00	\$ 123,500.00	\$ 126,500.00	\$ 129,500.00		
	\$ 56.49	\$ 57.93	\$ 59.38	\$ 60.82	\$ 62.26		

## NWFD Proposed Suppression Pay Plan - Revised:

Hourly	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
<b>FIREFIGHTER - 120</b>							
2756+FLSA OT	\$ 14.81	\$ 15.68	\$ 16.55	\$ 17.42	\$ 18.29	\$ 19.16	\$ 20.03
2080	\$ 21.29	\$ 22.54	\$ 23.79	\$ 25.04	\$ 26.29	\$ 27.54	\$ 28.79
<b>ENG/CEP -130</b>							
2756+FLSA OT	\$ 18.84	\$ 19.74	\$ 20.64	\$ 21.55	\$ 22.45	\$ 23.35	\$ 24.25
2080	\$ 27.08	\$ 28.38	\$ 29.67	\$ 30.97	\$ 32.27	\$ 33.57	\$ 34.87
<b>CAP - 140</b>							
2756+FLSA OT	\$ 23.08	\$ 24.08	\$ 25.08	\$ 26.08	\$ 27.08	\$ 28.08	
2080	\$ 33.17	\$ 34.61	\$ 36.05	\$ 37.49	\$ 38.92	\$ 40.36	
Flat Rate	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	

Annual	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
<b>BC - 150</b>						
Flat Rate	\$ 86,300.00	\$ 89,100.00	\$ 91,900.00	\$ 94,700.00	\$ 97,500.00	\$ 100,300.00
	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
<b>DC - 160</b>						
	\$ 106,000.00	\$ 108,300.00	\$ 110,600.00	\$ 112,900.00	\$ 115,200.00	
<b>AC - 170</b>						
	\$ 117,500.00	\$ 120,500.00	\$ 123,500.00	\$ 126,500.00	\$ 129,500.00	



## Northwest Fire District Governing Board

5225 West Massingale Rd.  
Tucson, AZ 85743

7.E

### SCHEDULED

### MEMORANDUM NO. 2016-162

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**Date:** September 27, 2016  
**To:** Governing Board  
**From:** Doug Emans, Assistant Chief  
**Type of Action:** Information Only  
**Agenda Item:** Discussion and Possible Action Related to Bylaws Review and Formalizing a Review Schedule Within the Bylaws

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#### **RECOMMENDATION:**

Board approval of this request is recommended by staff, following review, at the October 25, 2016 Regular Board Meeting.

#### **MOTION:**

N/A

#### **DISCUSSION:**

Staff is recommending the Board consider formalizing within the Bylaws of the Northwest Fire District, a statement indicating this foundational document be reviewed at a regular interval by the Board of Directors with input from Staff and Legal Counsel.

Due to the proximity of the November 8, 2016 election, staff recommends adopting a practice of reviewing the bylaws just prior to the regular two-year interval associated with new member elections. Once the Pima County Elections Office notifies the District of the number of candidates demonstrating interest in the vacancy(s), staff will place the item on the agenda for discussion. This process serves as a convenient reminder, or trigger, to review this document and address any necessary changes prior to the swearing in of newly elected members.

Additionally, this is simply a good business practice and a process encouraged by our accreditation body, the Commission on Fire Accreditation International. Staff recommends members review the provided copy of the Bylaws, ask questions, provide feedback and engage in open discussion at the October 25, 2016 Regular Board Meeting.

#### **FISCAL IMPACT:**

None

#### **ALTERNATIVES:**

The Board may seek to review the Bylaws of the Northwest Fire District on a different time schedule than the one recommended taking into consideration a new perspective or opinion of Board membership. However, the intent of this action is to provide a

process of regular review interval triggered by outside stimulus. The Board may make changes or adjustments to the Bylaws at any time necessary through appropriate Board action.

**ATTACHMENTS:**

- BYLAWS SIGNED 3-24-15 (PDF)



**BYLAWS**

**OF**

**NORTHWEST FIRE DISTRICT**

Adopted by the  
Board of the Northwest Fire District

April 25, 2000

Amended  
September 25, 2001  
November 27, 2001  
February 27, 2007  
May 22, 2007  
May 13, 2008  
April 28, 2009  
April 27, 2010  
August 7, 2012  
January 22, 2013  
March 24, 2015

## ARTICLE I

### General

1. Purpose. These Bylaws set forth the rules of conduct for the Northwest Fire District.

2. Conflict with Applicable Law. In the event of any conflict in the laws governing the conduct of the Fire District, then such conflict shall be resolved by applying the regulating authority in the following order of priority:

- (a) Arizona Revised Statutes Annotated
- (b) the Bylaws for the Northwest Fire District
- (c) the Standing Rules
- (d) Robert's Rules of Order Revised

3. Reference to Applicable Law. Any reference made in these Bylaws to controlling or applicable law, rules or regulations shall include all pertinent amendments thereto.

4. Definitions. The following definitions shall apply to these Bylaws:

(a) "Board" shall mean the governing body of the Northwest Fire District.

(b) "District" shall refer to the Northwest Fire District.

(c) "Standing Rules" shall mean the rules and regulations adopted from time to time as they are needed in the form of resolutions establishing guidelines for a Fire District meeting which have been adopted by a majority vote of the Board without previous notice. "Standing Rules" may be amended by a majority vote.

## ARTICLE II

### Members

1. Members. There shall be five members of the Board, and they shall be those individuals elected or appointed pursuant to A.R.S. §§ 48-802, 48-803 and 48-805. Employees of the Northwest Fire District shall not be members of the Fire District Board and conversely, a member of the Fire District Board shall not be an employee of the Fire District. A.R.S. § 48-805(B)(1).

2. Qualifications. A member of the Board must be a resident of the Northwest Fire District at the time of his or her election and must remain so during his or her incumbency.

3. Election. Members of the Board will be elected in accordance with the laws of the State of Arizona, specifically Title 16.

4. Term. Board Members are elected for a term of four years. Each member shall be installed and shall take the oath of office at the first general meeting following his or her election. The term of each member shall begin on the first day of the month following that member's election. A.R.S. § 48-803(F).

5. Duties and Responsibilities. The members of the Board are vested with the authority for managing the affairs of the Northwest Fire District pursuant to the laws of the State of Arizona governing the management of the Districts A.R.S. § 48-805.

6. Authority of the Board. The authority of the Board is governed by the laws of the State of Arizona.

7. Compensation. The Board shall serve without compensation but may be reimbursed for any expenses incurred on behalf of the Fire District A.R.S. § 48-803(C).

8. Vacancies. In the event that there is a vacancy in the Board caused by the death or early retirement of a Board Member, then this vacancy may be filled by an individual selected by the remaining Board Members. A.R.S. § 48-803(B). An individual selected by the Board to replace a retiring Board Member shall serve until the expiration of the term of the deceased or retiring Board Member whose position he or she replaced.

9. Election to Fill a Vacancy on the Board. In the event that the Board is obligated to replace a member by vote of the Board, then such vote shall be taken as follows: a Board Member shall nominate a replacement and all members of the Board shall thereafter vote on any such nominations. In the event that there is a deadlock in the voting for a replacement for a retiring or deceased member, (a) the Chairman shall withdraw his or her vote, or (b) the Chairman is the retiring or deceased member, then the Clerk shall withdraw his or her vote.

### **ARTICLE III**

#### Officers of the Board

1. Officers. The Northwest Fire District shall be administered by a Chairman and a Clerk. A.R.S. § 48-803(B). In addition, Northwest Fire District shall elect a Vice-Chairman; one person cannot hold more than one office at any one time.

2. Qualifications. All officers must be members of the Board. A.R.S. § 48-803(B).

3. Elections. All officers must be nominated by at least one Board Member and must be elected by a majority vote of the Board. The procedure for conducting officer elections shall be as follows:

a. The Chairman shall ask for nominations for Chairman. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

b. Once all of the nominations have been made, the name of each nominee shall be written on a separate piece of paper. Each piece of paper shall be the same size and shape. Each nomination paper shall be placed in an opaque can or box.

c. The Chairman shall draw a nomination from the box and shall ask the nominee whether he or she would like to make a statement concerning his or her nomination before the Board Chair calls for a second. If the nominee would like to make a statement, the Chairman shall allow the nominee to make a statement.

d. After a nominee has been given an opportunity to make a statement, the Board Chair shall ask if there is a second for that nomination. The Board Member who made the nomination may not second that nomination. However, a Board Member may second his or her own nomination, so long as that Board Member did not also nominate himself/herself. Each nominee shall be given the same opportunity to make a statement before the Board Chair calls for a second.

e. If there is no second for a nomination, that name shall receive no further consideration for that office. For each name for which there is a second, the nomination paper shall be returned to the opaque can or box; and the can or box containing only those names shall be given to the Board's Secretary.

f. The Board's Secretary shall draw a name, and the Chairman shall call for a vote on that nomination. The nominee may vote for himself/herself. Once a nominee receives a majority vote, he/she shall be declared elected to that office; and no further voting for that office shall occur.

g. The Chairman shall ask for nominations for Vice Chairman. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

h. Repeat steps (b) through (f), above.

i. The Chairman shall ask for nominations for Board Clerk. Each Board Member shall be given an opportunity to make a nomination, including an opportunity to nominate himself/herself for the position.

j. Repeat steps (b) through (f), above.

4. Term. All officers shall serve for a term of two years and may be re-elected for a subsequent term of two years. The term of office shall be calculated from the fourth Tuesday of December every two years.

5. The Chairman. The Board must elect a Chairman. The Chairman is responsible for ensuring that the business of the public meetings is transacted in proper order and is expedited as much as possible. The Chairman must ensure that all members observe the rules of debate and that order and decorum are always observed at the meetings.

6. The Vice Chairman. The Board may elect a Vice-Chairman. The Vice-Chairman will preside at all Board meetings in the absence of the Chairman.

7. The Clerk. The Board must elect a Clerk. The Clerk shall preside at all Board meetings in the absence of the Chairman and Vice-Chairman. The Clerk must have available at every meeting of the District the minutes of the previous meeting and all other minutes that have not been approved, the Bylaws of the District and all other rules pertaining to the District, a list of all the committees and the order of business or list of business to come before the meeting. The Clerk is the custodian of all the records of the District. The Clerk must insure that all committees have such documents as they require for the performance of their duties.

8. Removal of Officers. An officer may be removed in the following manner: at least two (2) members must propose the removal of any one officer. In order for an officer to be successfully removed from office, at least three (3) members of the Board must vote for such removal.

9. Death or Resignation of Officers. An officer may resign at any time by giving the Board written notice of his or her resignation. Upon the death of an Officer, the office shall be deemed to be vacant as of the date of death.

10. Vacancies. In the event that an office of the Northwest Fire District becomes vacant, the Board shall elect a replacement at the next regular meeting after the occurrence of the vacancy to fill the vacant position. The newly elected officer shall then serve until the expiration of the term of the officer whom he or she replaced.

## **ARTICLE IV**

### Special Committees

1. Formation. Pursuant to A.R.S. § 38-431(5) and A.R.S. § 38-431.01(A)(B), a committee may be formed in the following way: Any member of the Board present at a meeting may propose the establishment of a committee. A motion to establish a committee must be approved by a majority vote of the Board. Committees of the Board are subject to the Open Meeting Law, except the minute-taking requirements. A committee may be appointed for one of the following purposes or any other purpose deemed reasonable by the Board:



- (a) To consider and report suitable action on a resolution or other main motion referred to;
- (b) To consider a subject and report a resolution covering the action it recommends the District take;
- (c) To investigate a certain issues and report facts with its opinions thereon;
- (d) To execute an order of the District;
- (e) To represent and act for the District in a certain matter;
- (f) To receive and count the votes;
- (g) To receive and act upon the credentials of potential employees; or
- (h) To take charge of a certain class or department of work done.

2. Term. The committee may serve for a reasonable term, as designated by the Board, and should the committee fail to make its recommendations or file its report within the designated term, then the Board may extend such term or discharge the committee as it sees fit.

3. Membership Qualifications. Any individual residing within or without the District may be appointed as a committee member. Nominations for membership to the committee may be made by the floor or made by appointment from the Chair. In the event that nomination is made from the floor, then the member may only qualify if he receives a majority vote of those Board Members present at the meeting. No more than two (2) members of the Board may be appointed as committee members.

4. Authority of the Committee. A committee is authorized to perform only such acts as are within the reasonable scope of the object of the committee. Expenses incurred by the committee must receive the prior approval of the Board and must be reasonable in scope.

5. Records of Committee Action. The committee is not required to keep a written record of its meetings. In the event, however, that it is decided to keep a written record of a committee meeting, then these records must comply with the requirements under Arizona law for written records at public meetings.

6. Reports to the Board. The committee must present its written report or recommendations to the Board at the public meeting designated by the Board as the time for making such report or recommendations. In the event that the committee is

unable at such designated time to present the full report, then the committee must present its report of progress to date at that meeting and must request an extension to complete the report. If a written report is prepared, the committee report may be signed by all members agreeing to it or by the chairman of the committee, if so authorized by the committee.

7. Discharge. The committee is discharged at the time of making its report or recommendations to the Board unless (a) the report or recommendations of the committee are rejected, and the committee is requested by the Board to review the report or recommendations and make modifications or (b) the committee is informed in writing by the Chairman of the Board that it is the decision of the Board to discharge the committee prior to the making of the report.

8. Structure. Either the committee or the Chairman of the Board must elect a chairman of the committee. The chairman is the member who reports to the District. A majority of the committee must be present in order to transact business. The committee may also elect a secretary.

#### Standing Committees

1. There are no Standing Committees at this time.

2. The Budget Committee. The Board may appoint a Budget Committee to assist in the consideration of the budget for next fiscal year. The Fire Chief, Budget Analyst and Finance Director will act as advisors to the Committee; other District Staff Members, at the Chief's request, will attend meetings as necessary to provide budget information for departments, divisions and programs. Meetings will be called by the Committee as needed for budget planning. The objective of the Committee will be to work with the Officers to provide an adoptable recommended budget to the Board.

### **ARTICLE V**

#### Meetings

1. Notice. Notice must be given by (a) posting a notice of the meeting in the places designated by the District in statements filed pursuant to A.R.S. § 38-431.02 (A)(1) with the Arizona Secretary of State and the Clerk of the Pima County Board of Supervisors, and (b) giving such additional public notice as the Board determines to be reasonable and practical. The notice shall include an agenda of the matters to be discussed or decided at the meeting.

2. Quorum. Three members of the Board shall constitute a quorum. All three Board Members must be present in person or in the manner authorized in Section 12 below of this Article V at all times during the meeting. Should the Board

membership present at the meeting fall below the required number for a quorum, then the meeting must be reconvened at a designated later date when a quorum is present.

3. Agenda. The agenda must be available at least twenty-four (24) hours in advance of the meeting unless: (a) an actual emergency exists, or (b) a meeting has been recessed and resumed as provided in Section 8 of this Article V. Except for an emergency situation, only matters listed on the agenda and other matters related thereto may be discussed, considered or decided at the meeting. A.R.S. § 38-431.02.

4. Regular Meeting. The regular meeting of the Northwest Fire District is to be held on the fourth Tuesday of each month, at 6:00 p.m., at 5125 W. Camino de Fuego, Tucson, AZ 85743.

5. Special Meetings.

(a) Residents of the Northwest Fire District may petition for a special meeting, and the Chairman shall call a special meeting within ten (10) days after receipt of the petition. At least two percent (2%) of the residents of the Northwest Fire District must sign the petition for a special meeting, and the petition must include the names and addresses of all petitioners.

(b) The Chairman may call a special meeting at any time by giving the notice required by the law and providing an agenda for the special meeting as required by Arizona law.

6. Ratification of a Prior Act. The notice requirement for ratification of a prior act taken in violation of Arizona law is seventy-two (72) hours. Ratification must take place within thirty (30) days after the discovery of the violation or after such discovery should have been made by the exercise of reasonable diligence.

7. Emergency Meetings. In the case of an actual emergency, less than 24 hours notice of a meeting may be given, and the notice that is actually given shall be appropriate to the circumstances generating the emergency. However, there are three (3) requirements which must be met which are as follows:

(a) An announcement must be made at the meeting of the reasons necessitating the emergency meeting; and

(b) A statement must be made in the minutes of the meeting setting forth the reasons for the emergency meeting; and

(c) Within 24 hours after the meeting, a public notice must be posted declaring that an emergency session has been held and setting forth the information required under paragraph 3.

8. Meeting Recessed. Less than twenty-four (24) hours notice may be given when a properly noticed meeting is recessed to a later date. Prior to the recessing, notice must be publicly given as to the time and place of the resumption of the meeting or the method by which notice shall be publicly given.

This notice must also comply with the agenda requirements respecting matters to be addressed when resumed.

9. Order of Business. The order of business at any public meeting is as follows:

- (a) The taking of attendance and a determination that a quorum exists
- (b) Salute to the flag of the United States of America
- (c) Public Forum (call to the public)
- (d) Consent Agenda
- (e) Reports and Correspondence
- (f) Business
- (g) Future Agenda Items (A Governing Board Member may bring forth general topics for future meeting agenda. The Governing Board may not discuss, deliberate or take any action on the topics presented pursuant to A.R.S. § 38-431.02H.)
- (h) Adjournment
- (i) The Chairman or majority of the Board may change the order of the agenda.

10. Minutes. The minutes record any and all official acts of the District. A.R.S. § 38-431.01. If any conflict exists between the minutes and any other record of a meeting of the District, then the minutes shall control.

11. The Approval of, Ratification of, and Amendments to the Minutes. The minutes of a meeting of the District shall be approved, amended or modified at the next regular meeting. Upon review and approval of the minutes of a previous meeting, those minutes shall be signed by the Clerk. After the minutes have been approved, amended or modified at the next regular meeting, subsequent amendments or modifications may only be made in accordance with the following requirements:

- (a) An amendment or modification of a grammatical, typographical, or other non-substantive error in the minutes may be proposed at any time; and

(b) A substantive amendment or modification to the minutes may be proposed, discussed and adopted only at a regularly scheduled public meeting. A substantive amendment or modification to the minutes may only be voted upon if a majority of the Board Members who originally approved the minutes are present and can vote on the subsequent amendment or modification as Board Members.

12. Conduct of the Meeting. The Chairman will preside at all regular, special or emergency meetings. In the event that the Chairman is not present, the Vice-Chairman will preside; in the event the Chairman and Vice-Chairman are not present, the Clerk will preside. The meeting shall also be conducted pursuant to the following requirements:

(a) Voting will be done by voice or a show of hands in a manner sufficient to give the Chairman notice of each member's vote. In the event that a count is demanded, then the Chairman shall appoint a member of the Board to conduct a count of all votes.

(b) The public shall have access to all meetings except for Executive Sessions.

(c) The Board may arrange for participation by telephone or video conference for those unable to attend and where there is no reasonable alternative to this arrangement. In the event that a telephone or video conference is made available, then the following procedure must be followed: facilities must be set up in order to permit the public to observe and hear all telephone or video communications; there should be a clear identification of all members participating by such method; and the minutes of the meeting should identify members participating by telephonic or video communications and should describe the procedures followed.

(d) Any or all of the public meetings may be recorded by any person in attendance, provided that such a recording does not interfere with the conduct of the meeting.

(e) The rules of the meeting shall be Robert's Rules of Order Revised, except where they are in conflict with these Bylaws, in which case the Bylaws shall prevail.



## ARTICLE VI

### Executive Sessions

1. Requirements. Pursuant to A.R.S. § 38-431.03, upon and only upon a public majority vote of sufficient members to constitute a quorum, an executive session may be held only for the following purposes:

(a) Personnel Matters. The discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining, or resignation of a public officer, appointee or employee of the District. With the exception of salary discussions, an officer, appointee or employee may demand that this discussion take place at a public meeting. If such a demand is made, the officer, appointee or employee must be provided with at least twenty-four (24) hours notice of the executive session. The Board shall provide the officer, appointee or employee such notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether such discussion or consideration should occur at a public meeting. (There is no emergency exception to this latter requirement.) The Board may permit the officer, employee or appointee discussed to attend the executive session, but the employee does not have a right to attend the executive session but may demand the discussion take place as a public meeting.

(b) Confidential Records. An executive session may be held when the public body is considering or discussing records exempt by law from public inspection. The record being considered need not be expressly made confidential by statute.

(c) Legal Advice. An executive session may be held for the discussion or consultation for legal advice with the attorney or attorneys of the District. The only person allowed to attend this executive session are the members of the District Board and such officers, employees, and appointees permitted by the Board with a view to preserving the attorney/client privilege.

(d) Litigation. An executive session may be held for discussion or consultation to consider the District's position and instructing counsel concerning the District's position in impending or contemplated litigation.

(e) Employee Negotiations. An executive session may be held for the discussion or consultation with designated representatives of the District to consider the District's position and instruct its representatives regarding negotiations with employee representatives regarding their salaries, salary schedules or compensation paid in the form of fringe benefits for employees of the District.

(f) International and Interstate Negotiations. An executive session may be held for the discussion of international and interstate negotiations between the District and another party or parties.

(g) Purchase or Lease of Real Property. An executive session may be held for discussions and consultations with designated representatives of the District to consider its position and instruct its representatives regarding negotiations for the purchase or lease of real property.

2. No Action at Executive Session. No executive session may be held for the purpose of taking any legal action involving a final vote or decision.

3. Procedure. Before the Board goes into executive session, a majority of members constituting a quorum must vote at a public meeting to hold such an executive session. The vote may permit the holding of an executive session during or immediately following the public meeting or at some later specified date.

4. Limitation on Conduct in Executive Sessions. The District may not take an informal or preliminary vote or a final vote or make a final decision in the executive session; such action must be taken at a public meeting convened for that purpose. At the public meeting after the executive session, sufficient information must be given to the public to apprise the public of the basic subject matter of the action to be taken.

5. Notice. If an executive session is to be held, notice shall be given to the members of the Board and to the general public stating the specific provision of law authorizing the executive session.

6. Agenda. The agenda for an executive session shall include only a general description of the matters to be considered and shall not contain information that would defeat the purpose of the executive session.

7. Emergency Executive Session. An emergency executive session may be called provided that:

(a) The reason for the emergency session is announced publicly immediately prior to the executive session; and

(b) Within 24 hours after the emergency executive session, an agenda is posted setting forth the information required pursuant to paragraph 6 above.

## ARTICLE VII

### Maintenance of Records

1. The Responsibility to the Clerk. It is the responsibility of the Clerk to maintain all the records of the District and to keep such records in current order.

2. Written Minutes. Pursuant to A.R.S. § 38-431.03, minutes must be taken of all public meetings and executive sessions with the exception of meetings conducted by subcommittees and advisory committees. Either written minutes or a recording of the meeting must be available for public inspection within three (3) working days after a meeting, except that no recording shall be made of any executive session. The following information must be in the minutes:

(a) The date, time and place of the meeting.

(b) The members of the Board recorded as either absent or present.

(c) A general description of the matters discussed or considered even where no formal action or vote is taken with respect to those matters. With respect to the executive session, the general description shall be deemed sufficient if it refers to the sub-section of Article VI, Section 1 under which the executive session was held.

(d) An accurate description of all legal actions proposed, discussed or taken and the names of persons who proposed and seconded each motion. The minutes must also reflect how the body voted and the numerical breakdown of the vote.

(e) The name of each person making a statement or presenting material to the Board and a specific reference to the action to which the statement or presentation relates.

(f) A full description of the nature of any emergency matter, specifically including, but not limited to, the circumstances necessitating the emergency.

(g) In the event that a prior act in violation of the Open Meeting Laws of the State of Arizona is ratified, a copy of the disclosure statement is required for such ratification.

3. Maintenance of Records. A record of all notices, including a copy of each notice posted and information regarding the date, time and place of posting must be kept. Records are to be maintained for a period of at least five (5) years.

4. Tape Recordings. Minutes may be taken in writing or may be recorded by tape recorder or video tape recorder.

5. Executive Sessions. The minutes of an executive session must be maintained. The Board must advise all persons present at the executive session as to the confidential nature of the executive session and the minutes should reflect that such advice was given. The minutes of an executive session must contain the following information:

- (a) The date, time and place of the meeting.
- (b) The members of the Board recorded as either present or absent.
- (c) A general description of matters considered which shall be deemed sufficient if it refers to the sub-section of Article VI, Section 1, under which the executive session was held.
- (d) A statement of the reasons for any emergency considerations of any matters not on the agenda.
- (e) Such other information as the Board deems appropriate.

6. Disclosure of Minutes of an Executive Session. Minutes of an executive session may not be disclosed to anyone except as follows:

- (a) Any member of the Board which met in the executive session including members who did not attend the session.
- (b) Any officer, appointee or employee who was a subject of the discussion.
- (c) Staff personnel to the extent necessary to perform their duties to prepare and maintain the minutes of the executive session.
- (d) The attorney for the Board to the extent necessary for representation.
- (e) The Auditor General in connection with the Auditor General's lawful performance of his duties to conduct a financial or performance audit.
- (f) The Court for purposes of a confidential inspection.

7. Committees. Committees shall keep minutes of their proceedings. The committees shall present their reports and/or recommendations at a public meeting and

the minutes of such public meeting must reflect the substance of the report and/or recommendation. The minutes should also reflect the names of the committee members supporting the report or recommendation and the names of those committee members not in support of the report or recommendation.

8. Agendas. The agendas for all meetings shall be preserved with the written minutes for each meeting and must be maintained for a period of at least five (5) years.

## **ARTICLE VIII**

### Finances

1. Annual Report to Pima County and the State Treasurer. The Board shall submit an annual report to the Clerk of the Pima County Board of Supervisors and the State Treasurer pursuant to the requirements of A.R.S. § 48-251 as amended from time to time.

2. Annual Budget. The Board shall prepare an annual budget containing detailed estimated expenditures for each fiscal year. The budget must clearly show the salaries payable to the employees of the District, including the Chief. Notice of the budget must be given as required by the law of Arizona and must be adopted by the Board pursuant to those laws. Copies of the budget must be available to members of the public upon written request according to A.R.S. § 48-805(A)(2).

3. Annual Estimate. No later than July 10<sup>th</sup> of each year, the Chairman must submit to the Board of Supervisors of Pima County an estimate, certified by items, of the amount of money required for the equipment and maintenance of the District for the ensuing year, less the amount due from the County Fire District Assistance Tax. The annual estimate must in all other ways comply with the requirements of the laws of the State of Arizona.

4. Authorized Expenditures. The Board is authorized to make expenditures as is permitted by the Arizona laws as amended from time to time. The Board purchasing policy which, among other things, includes specific authority for officers, appointees, or employees of the District to make expenditures and grants signature authority pursuant to the purchasing policy. The Purchasing Policy may be amended from time to time by vote of a majority of the members constituting a quorum.

## **ARTICLE IX**

### Execution of Documents

1. General. All documents, instruments or any written material whatsoever binding upon the District shall be executed by the Chairman of the Board for the



District; provided, however, that the Board may, by resolution, authorize officers, employees, or appointees of the District to execute documents, instruments, or other written material binding on the District.

2. Finance Documents. All documents, instruments and any written material whatsoever which evidence money owed by, or money to the District should be executed by a minimum of two (2) Board members. Notwithstanding the foregoing, the Board may authorize officers, appointees, or employees to sign checks pursuant to a purchasing policy adopted under Article VIII, Section 4. The District may also use electronic check signing as approved by the Board.

## **ARTICLE X**

### Fire Code and Standards

1. Adoption. Pursuant to A.R.S. § 48-805(B)(5), the Board may adopt, amend or revise the Uniform Fire Code. The District must keep three (3) copies of the Code, including amendments and revisions, on file for public inspection.

2. Amendments or Revisions. Amendments or revisions to the Code may be adopted after a hearing. The proposed revisions and/or amendments shall be posted in three (3) public places and published in a newspaper of general circulation in the District thirty (30) days prior to a public hearing to adopt the amendments and/or revisions. A.R.S. § 48-805(B)(5).

3. Fire Protection Standards. The Board must assist the State Fire Marshall in the enforcement of fire protection standards within the Fire District.

4. NFPA and other Standards. The Board may adopt, amend, or revise such professional standards as it deems appropriate for administration of District services.

## **ARTICLE XI**

### Relief and Pension Fund

1. Establishment of a Firefighters' Relief and Pension Fund. The Board has established a Firefighters' Relief and Pension Fund.

2. Appointment of Trustees. The Board, at its regular meeting to be held each December, shall appoint two members to the board of trustees of the Firefighters' Relief and Pension Fund. One such appointment shall be a District Board member, and the other such appointment shall be a person who is not the District's Fire Chief, a District Board Member or a District firefighter. The Fire Chief of the District shall automatically be a trustee of the Firefighters' Relief and Pension Fund.

3. Number of Trustees. There shall be a total of seven Pension Board Trustees including the two appointed by the Board and the Fire Chief. The other four members shall be firefighters employed by the District and elected to four-year terms. Election will be held every even year to fill two of the four positions. Only firefighters employed by the District shall be eligible to vote in this election.

4. Vacancies on the Board of Trustees. If a vacancy occurs for a trustee who is appointed by the District, the District shall appoint, within sixty (60) days of the date of the vacancy, a person to fill the unexpired term of the trustee who created the vacancy. The person so appointed shall meet the qualifications required of the trustee when he/she was appointed who created the vacancy. Only firefighters employed by the District shall be eligible for appointment. After the appointment, the District shall notify the Board of Trustees of the new trustee and when the new trustee's term expires.

## **ARTICLE XII**

### Personnel and Administration

1. Personnel. The Board may, by resolution, hire, appoint, and employ personnel to carry out its lawful purposes, including, but not limited to, a District Chief who shall be the Chief Executive and Operational Officer of the District.

2. Personnel Policy. The Board may delegate its authority to hire, appoint, and employ personnel to the District Chief and his delegates pursuant to a personnel policy adopted by resolution.

3. Operational Policy. The Board may delegate its responsibility for operation of the District to the District Chief and his delegates pursuant to operational standards adopted by resolution.

## **ARTICLE XIII**

### Amendments to the Bylaws

Amendment of Bylaws. Amendments to these Bylaws may be proposed in writing at any regular or special public meeting of the Board. Such proposed amendments shall be acted upon at the next regular public meeting of the Board or at a special public meeting called for that purpose and shall be adopted by an affirmative vote of a majority of the Board members present. Notice of intention to present amendments to these Bylaws for adoption shall be contained in the notice of the meeting. All Bylaws adopted shall conform to Arizona State Law. Any Bylaw not in such conformity shall be invalid and State law shall replace them.

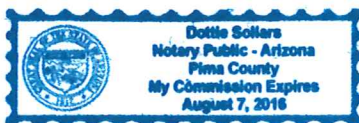
Bylaws adopted on November 9, 1988 and first amended December 9, 1992.  
 Bylaws as amended by the Board at its Regular Meeting on April 25, 2000.  
 Bylaws as amended by the Board at its Regular Meeting on September 25, 2001.  
 Bylaws as amended by the Board at its Regular Meeting on November 27, 2001.  
 Bylaws as amended by the Board at its Regular Meeting on February 27, 2007.  
 Bylaws as amended by the Board at its Regular Meeting on May 22, 2007.  
 Bylaws as amended by the Board at its Special Meeting on May 13, 2008.  
 Bylaws as amended by the Board at its Regular Meeting on April 28, 2009.  
 Bylaws as amended by the Board at its Regular Meeting on April 27, 2010.  
 Bylaws as amended by the Board at its Special Meeting on August 7, 2012.  
 Bylaws as amended by the Board at its Regular Meeting on January 22, 2013.  
 Bylaws as amended by the Board at its Regular Meeting on March 24, 2015.


IN WITNESS WHEREOF, the Clerk of the Northwest Fire District Board has hereunto set his hand this 24<sup>th</sup> day of March, 2015.

  
 Tim Clayton, Board Clerk

STATE OF ARIZONA      |  
                                      | ss.  
 COUNTY OF PIMA        |

This instrument was acknowledged before me this 25<sup>th</sup> day of March, 2015, by Tim Clayton as Clerk of the Northwest Fire District Board.



  
 Notary Public  
 My Commission Expires: Aug. 7, 2016